EFFECT OF ENTREPRENEURIAL ORIENTATION AND TOP MANAGEMENT TEAM SHARED RESPONSIBILITY ON PERCEIVED NON-FINANCIAL PERFORMANCE OF STAR-RATED HOTELS IN UGANDA

BY

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DECLARATION

Declaration by Candidate

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ABSTRACT

Performance of the hotel industry has raised a significant interest and concern for academics and practitioners with non-financial performance measures gaining growing attention to provide additional information to managers. This is attributed to the rate of failure of most star-rated hotels, which is evidently high in Uganda. The purpose of this study was to examine the effect of entrepreneurial orientation and Top Management Team shared responsibility on perceived non-financial performance of star-rated hotels in Uganda. Specific objectives were to examine the effect of: innovativeness on perceived non-financial performance, pro-activeness on perceived non-financial performance, risk taking on perceived non-financial performance, autonomy on perceived non-financial performance, competitive-aggressiveness on perceived non-financial performance, Top Management Team shared responsibility on perceived non-financial performance. Also, the study sought to establish the moderating effect of Top Management Team shared responsibility on the relationship between: innovativeness and perceived non-financial performance, pro-activeness and perceived non-financial performance, risk taking and perceived non-financial performance, autonomy and perceived non-financial performance, competitive-aggressiveness and perceived non-financial performance. The study was guided by resource-based view and upper echelons theories. A positivism research philosophy and an explanatory research design with a cross-sectional approach were adopted, while a multi-stage sampling technique; stratified and simple random sampling techniques was used to collect quantitative data using survey questionnaires administered to a sample size of 265 managers out of a population of 310 managers. Reliability of the research instrument was tested and exploratory factor analysis used to test for validity and underlying patterns. Collected data was screened for completeness and violation of regression assumptions. Both descriptive and inferential statistics were analyzed and a hierarchical regression model was used to test the set hypotheses. Results showed that Entrepreneurial orientation has a significant direct effect on perceived non-financial performance; Innovativeness (H01, β = .400, p=. 000), Pro-activeness (H02, β = .126, p=. 004), Risk-taking (H03, β = .169, p=. 000), Autonomy (H04, β = .314, p=. 000), Competitive aggressiveness (H05, β = .118, p=. 014). Top Management Team Shared Responsibility has a significant direct effect on perceived non-financial performance (H06, β = .193, p= .001) and moderates the relationship between; Innovativeness and perceived non-financial performance (H7a, β =. -147, p=. .009), pro-activeness and perceived non-financial performance (H7b, β =. -.191, p= .044), does not moderate the relationship between risk-taking and perceived non-financial performance (H7c, β =. -.039, p= .403), moderates the relationship between autonomy and perceived non-financial performance (H7d, β = -.043, p=.025) and also moderates the relationship between competitive aggressiveness and perceived non-financial performance (H7e, β = -.093, p=. -0.43). It was concluded that entrepreneurial orientation enhances non-financial performance while Top Management Team shared responsibility acts as a moderator. Therefore, managers should pay close attention to nurturing innovativeness, Pro-activeness, Risk-taking, Autonomy and Competitive aggressiveness to improve star-rated hotel performance and also adopt strategies that enable shared responsibility. Future researchers should further conduct studies in other sectors and also consider qualitative data to establish other factors that may affect non-financial performance of star-rated hotels.

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ABBREVIATIONS AND ACRONYMS

BSC	**:**	Balanced Score Card
CHOGM	**:**	Commonwealth Heads of Government
STR	**:**	Smith Travel Research
TMT	**:**	Top Management Team
UBOS	**:**	Uganda Bureau of Statistics
UHOA	**:**	Uganda Hotel Owner's association
UIA	**:**	Uganda Investment Authority
UTB	**:**	Uganda Tourism Board

OPERATIONAL DEFINITION OF TERMS

Autonomy is the independent action undertaken by individuals and teams directed at bringing about a new venture development (Li *et al*., 2009).

Competitive aggressiveness is the intensity of a firm's efforts to outperform rivals and is characterized by a strong offensive posture or aggressive responses to the actions of competitors (Lumpkin & Dess, 1996).

Entrepreneurial Orientation (E.O) refers to firm-level strategy-making process that firms use to enact their organizational purpose, sustain their vision, and create competitive advantage (Rauch *et al*., 2009)

Innovativeness is the predisposition to engage in creativity and experimentation through the introduction of new products/services as well as technological leadership via R&D in new processes (Anjani & Yasa, 2019)

Performance refers to the actual output of a firm as measured against its intended outputs, goals, and objectives. Defined as financial and non-financial indicators which include profitability, the level of sales growth, and market share that reflects the efficiency and effectiveness of management policies (Sainaghi, 2010).

Non-financial performance

The use of non-metric measures focusing on the long term success of the business such as customer satisfaction, quality services and firm image (Wadongo *et al.*, 2010)

Pro-activeness is an opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand (Lumpkin & Dess, 2001).

Risk taking involves taking bold actions by venturing into the unknown and/or committing significant resources to ventures in uncertain environments (Rauch *et al*., 2009).

Top Management Team Shared Responsibility refers to the extent to which the top management teams take the decisions together and are responsible for them (Mihalache *et al*., 2014).

Star-rated Hotel Classification of hotels according to their quality representing luxury, class and the high competitive nature (Narteh et al., 2013).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background to the study, statement of the problem, objectives of the study, hypothesis and significance of the study and scope of the study.

1.1 Background to the Study

The concept of firm performance is core to businesses because the major objective of businesses is to realize its full potential in terms of output. Iravo, Ongori, and Munene (2013) observed that one of the important questions in business has been why some firms succeed and others fail, and this has influenced studies on the drivers of firm performance.

Performance of a firm depends on the level of returns which is partially determined by the knowledge of the performance drivers from the top to the bottom. Moreover, performance management and improvement are at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance (Nzuve and Nyaega, 2011). Certainly, performance comprises the actual output of a firm as measured against its intended outputs, goals, and objectives thus academicians, as well as hotel management practitioners, have suggested various parameters to measure performance (Sainaghi, 2010).

Financial and non-financial terms can be used to measure performance and a debate of which of the two is more appropriate continues to grow. Financial performance of the hotel industry can be looked at in terms of; total revenue per available room, food and beverage sales revenue, extra income per room, and other revenue from telephone and health club charges (Kim, Cho & Brymer, 2013; Ivanov & Zhechev, 2012), profits per

room, profits from food and beverage service (Han, 2012); Ivanov & Zhechev, 2012), return on assets, and return on equity (Chen, Hsu & Tzeng, 2011).

On the other hand, non -financial hotel performance considers; customer relationship management, number of customer complaints, number of continuous customers (Fisher, McPhail & Menghetti, 2010; Wadongo *et al*., 2010), rate of employee turnover, level of employee morale, employee complaints (Bolat & Yılmaz, 2009), service quality (Chen, Hsu & Tzeng, 2011), and managers' work (Mia and Patiar, 2008). Since the hotel business is service oriented, the non-financial measures have been advanced by some studies as the major point of focus to ensure firm's long-term success hence improved firm performance (Sainaghi, 2011).

The hotel ratings that represent the quality of hotel services and facilities provided and range from 1 to 5 stars to show low delivery for low rating and a high rating for high delivery of hotel services. This is conventionally used to rank hotels on performance and is also utilized by the Uganda Hotel Owner's Association (UHOA) in ranking hotels in Uganda (UHOA, 2019), while standards are prescribed from time to time by the Uganda Tourism Board with the aim of encouraging hotels to meet international standards (UHOA, 2019).

According to the Smith Travel Research (STR) Global 2019 report, global hotel inventory has grown by 18% in the past 10 years. For example, North America and the Caribbean recorded its tenth consecutive year hotel room demand growth in 2019; South and Central America continued its slight occupancy increase trend in 2019, with a 1.6% growth; European hospitality experienced a turning point in 2019, as occupancy went up to 72.2%; however, hotel performance in the Middle East has been on a downward trend for six consecutive years since 2014. Africa, on the other hand, has

enjoyed a positive hotel room demand curve for close to a decade, up 2.6% in 2019. Northern Africa continued to push the continent's room occupancy rate in 2019 by 5.6%, Southern Africa produced marginal hotel room occupancy uplift of 0.9% in 2019, While in East Africa, the key markets of Addis Ababa and Nairobi faced a decline in growth of hotel room demand.

In contrast, the hotel industry in Uganda exhibited a slight growth in accommodation and food service activities and contributed 2.8 percent to the GDP in 2017/18 as compared to 2.7 percent in 2016/17 (UBOS Report, 2018). Accordingly, the overall room occupancy rate was 51 for the period between January and December 2018 and it was highest in the first quarter of FY 2018/19 and lowest in the third quarter 2017/18. The highest room occupancy rates were registered in the Eastern region, with an overall average occupancy rate of 55 percent for the four quarters covered followed by Northern and Kampala regions with 52.6 percent and 52.0 percent respectively, Western region with (47.6) had the lowest occupancy rate. Kampala room occupancy rates declined from 56.8 percent in the fourth quarter to 44.8 percent in the second quarter of FY 2018/19.

A review of literature on the performance of the hotel industry shows that majority of studies have been conducted among economically developed continents of Europe, America, and partly Asia but the same cannot be said of the hotel industry in the developing continents, and especially Africa where very few studies have been conducted (UNWTO, 2011). Thus, the current study addresses this research gap through examining the performance of star-rated hotels in Uganda.

Studies have also found that a firm that is entrepreneurial is bound to perform better than its counterpart that lacks the same (Engelen *et al.*, 2015; Lechner and

Gudmundsson, 2014; Hernández-Perlines, Moreno García and Yáñez, 2017). According to Kreiser & Davis, 2010, entrepreneurial orientation is a predictor of firm success; it is also connected to value addition, economic growth, and competitiveness. It is therefore in order to say that entrepreneurial orientation is positively correlated with firm performance.

Miller, (1983), considered an entrepreneurial orientation to involve undertaking risky ventures and kick starting proactive innovations as a means of beating competitors while more recent studies have slightly modified it as an orientation that accepts change and innovation, takes risks, champion new undertakings and competes aggressively (Wiklund & Shepherd, 2005; George & Marino,2011; Gupta and Wales, 2017).

There is a growing debate on the dimensions of entrepreneurial orientation and the interdependence between these dimensions (Hernández-Perlines, Moreno & Yáñez, 2017; Kilenthong, Hultman, and Hills, 2016). Few studies have conceptualized all the five dimensions of entrepreneurial orientation (Covin & Miller, 2014) as put forward by Lupmkin & Dess, (1996) as most studies (Anderson *et al*., 2015) focus on only three dimensions as recommended by Miller, (1983). The current study focused on the individual impact of the five dimensions of innovativeness, pro-activeness, risk-taking, autonomy and competitive aggressiveness (Covin and Lumpkin, 2011) on hotel performance in Uganda for comprehensive study of the Entrepreneurial orientation concept.

Whereas several previous studies have concluded that entrepreneurial orientation fosters firm performance (Kollmann and Stockmann, 2014), other studies have however found a negative relationship between the variables, for example, Auger, Barnir and Gallaugher (2003). The varying results may be attributed to various factors according

to different studies, such as the unique characteristics of the hospitality industry (Covin & Miller, 2014) while according to Lumpkin & Dess, (1996), certain variables may moderate the relationship between entrepreneurial orientation and firm performance.

The current study also attempted to address this gap by focusing on Top Management Team shared responsibility as a moderating variable in the relationship between entrepreneurial orientation and firm performance. It is also imperative to include top management team shared responsibility in this study since it positively correlates with firm performance (Simsek et al., 2015)

Top Management Team Shared responsibility is focused on as the extent to which an individual's rewards depend on one another's performance (Xie *et al*., 2003). Moreover, the firm's workforce composition, especially at management level, as a strategic asset and therefore of interest to scholars (Sourouklis Tsagdis, 2013; Hattke & Blaschke, 2015). It is also believed that the performance of a hotel is a function of aggregated efforts of different departments, involving both the front office; reception, food and beverage service and the back office; kitchen and rooms (Hsieh and Lin, 2010).

Moreover scholars' research interest in the role of top managers in organizations continues to grow in order to establish how they influence organizational outcome and it is generally concluded that managers play a crucial role towards firm performance (Martin, 2011). Top managers are the ones that identify environmental opportunities and threats, interpret relevant information, consider organizational capabilities and constraints to formulate and implement strategic change (O'Reilly *et al*., 2010).

TMT shared responsibility also bridges semantic gaps within the TMT since the longer the common experience, the more time the managers must develop a thorough insight into the individual TMT members' functional knowledge and their specific concepts of

reality. This insight further enables a build-up of mutual understanding, create semantic equivalence hence improved performance (Olie, van Iterson and Simsek, 2012). This study is justified by the fact that several studies have been conducted on Top management team shared responsibility as a moderator but not concerning entrepreneurial orientation and hotel performance.

1.2 Hotel Industry in Uganda

Hotels are the most significant and widely recognized variety of overnight accommodation globally which sell offerings that comprise of a mixture of intangible service components and tangible goods components (Tajeddini 2010; Hollway, 2001).

According to a report by the Uganda Hotel Owner's Association (2014), Uganda has over 3000 accommodation hospitality establishments, ranging from guest houses, motels, inns, resorts and lodges, a number which is mainly attributed to having hosted the Common wealth Heads of Government Meeting (CHOGM) in 2007 that resulted in many new hotels being set up and others renovated to international standards to accommodate the 57 heads of state, delegates and journalists.

The hotel industry in Uganda has revolutionized especially in the Kampala capital city. There are a number of hotels in the various parts of the country that are well equipped and have modern facilities and these hotels range from five stars to one star hotel. They also range in prices and the number of employees working for them as well as the services offered in them. For example in Kampala, Serena Kampala Hotel is a five star hotel which offers luxury suites and pool facilities while Mountains of the Moon Hotel Fort portal is a three star hotel which offers bed and breakfast as well as conference facilities (UHOA,2019).

According to Uganda Hotel Owners' Association, there are 62 star-rated hotels registered under the Uganda Hotel Owners' association since the hotel grading system was introduced in 2015 and recognized by the Uganda Tourism Board. The star-hotels range from five-star to two-star and are distributed across the country with 8% being 5-star-hotels, 30% being 4-star hotels, 27% being 3-star hotels while 43% are 2-star hotels.

The Uganda hotel industry is argued to be of great importance towards the global tourism economy that represents one of the primary infrastructural elements for tourism development (The Economist, 2013).Thus star rated hotels in Uganda are gradually adopting strategic orientations to improve the quality of their services and as a result enhance competitiveness.

Hotels are turning to Non- Financial performance and management to qualify for the International Organizational Standardization standard certifications and Company of the year Awards. Business pressures, competition and the achievement of the coveted five-star rating and membership to international hotel associations have created the need for effective key performance indicators. All these issues, along with the limited study of the hotel sector have been raised in the academic literature on tourism and hospitality thus making the hotel industry ideal for research.

1.3 Statement of the Problem

Non-financial Hotel performance is critical for the economic development of national and global economies. In 2018, the hotel sector generated 10.4% of global GDP and 20% of new jobs, or approximately 320 million jobs worldwide (World Travel & Tourism Council, 2018). The UBOS (2017) report indicates that the Uganda hotel industry contributes highly to the GDP with 95% of the hotels being owned by

indigenous people and contributing 8% to the total national income (Mwaura & Ssekitoleko, 2012). Also, according to Ministry of Tourism, wildlife and Antiquities (2014), 14% of total employment provided by micro, small and medium size business in Uganda is accounted for by the hotel sector. In this regard, Uganda Tourism Board in collaboration with the Uganda Hotel Owners' Association, adopted the international hotel star-rating system in 2015, to enhance competitiveness and hence performance.

Despite the interventions to enhance performance of the hotel sector, Non-Financial Performance of star-rated hotels remains poor as evidenced by the closure rate that is high at 20% annually (Bagadawa,2011). The occupancy rate continues to decline from a range of 70% and 90% to 28% and 50% since 2010.

According to UHOA report, 2019, the low occupancy rate has been attributed to employee and customer dissatisfaction coupled with poor quality services that are evident from customer complaints. For example, Equatorial Hotel which had a three-star rating was turned into a shopping mall due to high employee turnover that was estimated at 30% monthly hence loss of talented staff and eventual poor quality services that negatively affected customer satisfaction leading to low occupancy, inability to finance operations hence closure (UHOA report,2019)

More still, the hotel sector remains under researched with most studies being carried out in developed countries and in Europe and USA (Kim, Lim & Brymer,2015; Xiao,O'Neill & Mathla, 2012).Also, Studies continue to focus on the financial performance (Kim, Lim & Brymer,2013) which have been found to be limited when it comes to depicting effectiveness in terms of achieving strategic objectives (Sainaghi, Phillips and Corti, 2013). Besides the few performance studies focus on direct effects without intervening variables (Hu, Spio-Kwofie, Antwi,2018).

The study therefore sought to fill the identified gaps by determining the effect of Entrepreneurial Orientation and Top Management Team Shared Responsibility on perceived Non-Financial Performance of star-rated hotels in Uganda.

1.4 Research Objectives

The following are the main and the specific research objectives.

1.4.1 Overall Objective

The main objective of the study is to determine the effect of entrepreneurial orientation and Top Management Team Shared Responsibility on perceived non-financial performance of star rated hotels in Uganda

1.4.2 Specific Objectives

The study was guided by the following objectives.

1. To establish the effect of innovativeness on perceived non-financial performance of star-rated hotels in Uganda
2. To determine the effect of pro-activeness on perceived non-financial performance of star-rated hotels in Uganda
3. To examine the effect of risk taking on perceived non-financial performance of star-rated hotels in Uganda
4. To assess the effect of autonomy on perceived non-financial performance of star-rated hotels in Uganda
5. To analyse the effect of competitive-aggressiveness on perceived non-financial performance of star-rated hotels in Uganda
6. To explore the effect of Top Management Team shared responsibility on perceived non-financial performance of star-rated hotels in Uganda

7. To establish the moderating effect of Top Management Team shared responsibility on the relationship between:
    a) Innovativeness and perceived non-financial performance of star-rated hotels in Uganda
    b) Pro-activeness and perceived non-financial performance of star-rated hotels in Uganda
    c) Risk taking and perceived non-financial performance of star-rated hotels in Uganda
    d) Autonomy and perceived non-financial performance of star-rated hotels in Uganda
    e) Competitive-aggressiveness and perceived non-financial performance of star-rated hotels in Uganda

1.5 Research Hypotheses

H_{01}. Innovativeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda

H_{02}. Pro activeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda

H_{03}. Risk taking has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda

H_{04}. Autonomy has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda

H_{05}. Competitive aggressiveness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda

H_{06}. Top Management Team shared responsibility has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda

H_{07}. Top Management Team shared responsibility has no moderating effect on the relationship between:

a) Innovativeness and perceived non-financial performance of start-rated hotels in Uganda
b) Pro-activeness and perceived non-financial performance of start-rated hotels in Uganda
c) Risk taking and perceived non-financial performance of start-rated hotels in Uganda
d) Autonomy and perceived non-financial performance of start-rated hotels in Uganda
e) Competitive-aggressiveness and perceived non-financial performance of start-rated hotels in Uganda

1.6 Significance of the Study

On a theoretical level, the study extends the resource-based view theory to include intangible resources as entrepreneurial orientation by focusing on how each of the dimensions is a unique capability that enhances performance of hotels. The study can thus be helpful to academicians interested in the same area of study or related topics.

The research is useful to the Uganda Hotel Owners' Association, Uganda Tourism Board, and hotel Boards of Directors as they can be able to develop policies, strategies, and activities to improve their current performance in hotels thus national economic development.

Hotel performance studies are source of helpful revelations to managers who make decisions on behalf of the organizations through planning. For example, the findings of this study provide insight into strategic management issues that can enable decision

making. Therefore, Hotel managers can able to identify challenges and improvement opportunities of the hotels by determining which practice is more contributing towards competitiveness and hotel performance.

1.7 Scope of the Study

The study focused on the direct effect of the five dimensions of Entrepreneurial orientation; Innovativeness, Pro-activeness, Risk-taking, Autonomy, Competitive aggressiveness and Top Management Team Shared Responsibility on Perceived Non-Financial Performance of star rated hotels in Uganda. Top Management Team shared Responsibility was also adopted as a moderator in the study.

The study was guided by the Resource Based-View theory underpinning star-rated hotel Non-financial performance and the Upper Echelons Theories to explain the role of manager in the entrepreneurial orientation and Non-financial performance of star-rated hotels and Organisation ecology theory to further explain the behavior of organisations.

Data was collected from top managers of star rated hotels distributed across Uganda, registered with the Uganda Hotel Owner's Association and recognized by the Uganda Tourism Board.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter presents literature review on; the concept of; Non-financial performance, Entrepreneurial orientation and Top Management Shared responsibility, Theoretical Review, Empirical Review, Summary of literature and gaps and the Conceptual framework.

2.1 Concept of Non-Financial Performance

The concept of business performance has been in existence for a long time and has been researched in various fields of academic literature and to a strategy researcher, performance improvement is said to be an important perspective at the heart of strategic management (Venkatraman & Ramanujam, 1986). Performance evaluation is a systematic review process aimed at enabling an organisation to effectively manage resources and measure performance in relation to achieving certain set goals (Wu & Shieh, 2009).

The shortcomings in the conventional, primarily financial approach have led to the creation of newly invented performance measures that are based on non-financial measures. The current methods address the inherent flaws in traditional performance measures by providing more pertinent, accurate, and appropriate information in a timely manner (Bogicevic *et al*., 2016.

There is vast literature on the concept of firm performance which continues to grow (For example Venkatraman & Ramanujam, (1986) focuses on the importance and measurement of business performance in strategic management; Eccles, (1991)., emphasizes a shift termed as revolutionary from using financial figures as the only

performance measure but rather as one of the broader set of measures; while Sainaghi, (2013) finds that hotel performance studies have significantly increased among hospitality scholars but further identifies literature gaps in intangible asset measurement.

In the field of strategic management, firm performance is believed to be at the center of the field and also the time test of any strategy (Pearce, Robbins & Robinson, 1987). Thus the reason for the rising number of research studies to establish the determinants of firm performance (Okumus, 2011; Tsagdis & Sourouklis, 2012). Some studies on business performance centre on the use of financial indicators such as return on sales, profitability and sales growth, which have a merit of being readily available as annual public records but may be of limited use due to businesses using different accounting policies that make comparability difficult (Sainaghi, Phillips & Corti, 2013)

On the other hand, a broader conceptualisation includes emphasis on nonfinancial performance such as market share, new product introduction and product quality which may be helpful when financial data is unavailable or unreliable and also for assessing convergent validity but may not be available on various indicators and some data may be industry specific (Venkatraman & Ramanujam, 1986; Sainaghi, 2010; Sainaghi, Phillips & Corti, 2013).

The measurement of the business performance has gained significant attention in the hotel industry. In a study by Sainaghi, Phillips & Corti, (2013), it was asserted that the traditional business performance measures depict profitability in terms of efficiency but fail to provide a clear understanding of the business effectiveness in terms of achieving strategic objectives. As a result, various frameworks have been brought forward to capture financial and nonfinancial performance measures such as performance

pyramids and hierarchies, intangible asset scoreboard (Marr, Schiuma, & Neely; Bititci, Turner & Begemann, 2000), performance prism, Success dimensions and the balanced score card (Kaplan & Norton, 1992).

Despite these frame works providing a way to focus on both financial and nonfinancial performance perspectives, in today's economic environment, achieving competitive advantage requires explicit links between strategy and performance measures plus the ability to identify causal links between measure, strategies and outcomes Sainaghi, Phillips & Corti, (2013). Furthermore, (Zigan & Zeglat, 2010) are in agreement that there is need for assessment and measurement of performance and in addition suggest that performance measurement systems should be extended to support focus on intangible resources that are defined as having no physical existence but are still of value to the business such as human, structural and intellectual capital to achieve a high control degree.

The balanced score card for example, which is the most popular performance assessment indicator as proposed by Kaplan & Norton (2004), takes into consideration the business's vision and strategies while focusing on both financial and nonfinancial performance. It has three non-financial perspectives to measure intangible assets (customers, internal processes, learning and growth) and the financial perspective to measure tangible assets. Furthermore, the balanced scorecard has largely been adopted in the hospitality industry as it is believed to be effective in translating strategies into tangible goals and measurements (Chen, Hsu & Tzeng, 2011; Zigan & Zeglat, 2010)

Previous literature presents different viewpoints about which indicators should be preferred but hospitality literature argues against use of only financial indicators because of associated weaknesses and further supports the use of the balanced score

card (Kaplan & Norton, 1992; Zigan & Zeglat, 2010). Sainaghi & Corti, 2013 in agreement with Wadongo, *et. al.,* (2010) state that a firm's performance should not be measured by only financial performance but also operational and market indicators especially the hotel industry being in the service sector demands for different methods of performance measurement.

The newly-innovated measures which are largely non- financial, strategically focus and provide more relevant, accurate and appropriate information for management. Banker et al. (2000) argued that the primary reasons suggested for the use of non-financial performance measures are that these measures are better indicators of future financial performance than accounting measures, and they are valuable in evaluating and motivating managerial performance. This development is in response to the considerable criticisms of excessive emphasis and concern on the targeting of financial indicators. For example, critics argued that stressing financial indicators may lead to short-term thinking (Gomes et al., 2004). Van der Stede et al. (2006) also demonstrated that non-financial performance measures are better than financial measures in helping organizations implement and manage new initiatives.

Within the hotel sector, the significant non-financial performance indicators commonly applied to the sector largely focus on the customer and the services. customer satisfaction comprises of the customers 'likelihood to return to the hotel, number of complaints, hotel guests' evaluation of employees, Client relationship management and customer length of stay at the hotel facility (Wu, Tsai & Zhau, 2011; Wadongo *et al.,* 2010). Continuous improvement of hotel services and quality involves assessing of the number of new products, services and processes, standardization of hotel services as well as examining the quality of services offered to hotel customers (Chen,Hzu &

Tzeng,2011; Wadongo *et al.*, 2010; Bolat & Yilmaz,2009).While employee satisfaction brings to the fore front the aspects of hotel employee turnover rate, morale, complaints as well as remuneration and rewards (Wadongo et al., 2010).

Generally, the term performance brings to the fore front measurements such as profit, costs, and market share (Laitinen, 2002). However, Sink and Tuttle (1989) note that performance should not be treated only as a financial concept. Thus, it is suggested that particularly in the service sector, non-financial performance should receive serious consideration (Fitzgerald, Johnston, Brignall, Silvestro, & Voss, 1991; Kaplan & Norton, 1992). The academic community largely supports this claim since non-financial performance measures focus on a firm's long-term success and measures such as customer satisfaction, internal business process efficiency, innovation, and employee satisfaction may lead to improved organizational performance (Kaplan &Norton, 2001; Van Veen-Dirks & Wijn, 2002).

2.2 Concept of Entrepreneurial Orientation

In recent years, entrepreneurial orientation has attracted considerable conceptual and empirical attention, leading to a rich body of knowledge (Arzubiaga, Iturralde, &Maseda, 2012; Basso *et al*., 2009; Covin & Miller, 2014; Hernández-Perlines, 2018; Rauch *et al*., 2009; Rigtering, Eggers, Kraus, & Chang, 2017). A plethora of previous studies of Entrepreneurial orientation adopt the original conceptualization by Miller (1983) that defines an entrepreneurial firm as one that "engages in product market innovation, undertakes somewhat risky ventures and is first to come up with proactive innovations, beating competitors to the punch". Hence, scholars have adopted three core dimensions said to define entrepreneurial orientation; these being risk-taking, innovativeness and pro-activeness (Covin & Slevin, 1989; Naman & Slevin, 1993; Wiklund, 1999; Wiklund & Shepherd, 2005; Zahra & Covin, 1995).

On the other hand, Lumpkin and Dess (1996), argue that a coherent conceptualisation of Entrepreneurial Orientation consists of five dimensions with competitive aggressiveness and autonomy as the two additional dimensions .Risk-taking is characterized by uncertainty tolerance and resource commitment to uncertain activities and expected results, while innovativeness focuses on a bias toward embracing and supporting creativity and experimentation, technological leadership, novelty and R&D in the development of products, services and processes. Pro-activeness on the other hand relates to a forward- looking orientation where businesses actively seek to foresee opportunities to develop and introduce new products to obtain first-mover advantages and shape the direction of the environment and, autonomy describes the authority and freedom given to an individual or teams within the firm to develop entrepreneurial business ideas and see them to completion (Lumpkin & Dess,1996; Hughes & Morgan, 2007).Finally, competitive aggressiveness is characterized by the intensity with which a firm chooses to compete and gear efforts towards maneuvering and outdoing their competitors.

Previous studies conceptualize entrepreneurial orientation as a one-dimensional construct (Covin & Slevin, 1991) without considering the individual influence of each of the five dimensions. According to Lumpkin & Dess (1996), each dimension can vary independently in relation to business performance. Hughes & Morgan (2007) further posit that it is paramount to examine not only how each individual dimension of an entrepreneurial orientation might influence business performance, but to also take into account the stage of development of firms to be examined.

Several studies have reported positive associations between entrepreneurial orientation and business performance (Wiklund & Shepherd, 2005; Zahra, 1991; Zahra & Covin,

1995). As well, Perlines & Xu, (2018) analyzed the influence of entrepreneurial orientation and its dimensions on hotel performance. Results confirm that hotel performance depends on entrepreneurial orientation, which explains 34.8% of the variance in hotel performance. On the other hand, if the individual effect of each individual dimension is analyzed, all dimensions can be observed to have a positive impact on hotel establishment performance.

Rua, França & Ortiz, (2017) investigated the contribution of entrepreneurial orientations as a strategic determinant that influences firm performance from Portuguese textile industry firms. The findings suggest that entrepreneurial orientation has a positive and significant influence on export performance. This study deepens the understanding and provides novel insights into entrepreneurship and strategic management literature, since it combines multiple factors and has obtained the importance of each construct in SMEs business growth.

Osman *et al*., (2011) empirically investigated the influence of entrepreneurial orientations on the performance of Small and Medium Sized Enterprises (SMEs). The findings of the study reveal that organizational performance and entrepreneurial orientations are positively related to one another. Majority of the prior studies on entrepreneurial orientation and firm performance have been investigated in direct relationship between the variables in developed countries.

Hernández-Perlines and Ibarra (2017) did an analysis of the moderating effect of entrepreneurial orientation on the influence of social responsibility on the performance of Mexican family companies. The study confirmed that the entrepreneurial orientation acts as a positive moderator in the influence of social responsibility on the performance of Mexican family businesses, as evidenced by the positive path coefficient (0.258) and

that the variance explained by the performance goes to 50.7%. Therefore, a combination of the entrepreneurial orientation dimensions improves the performance of business firms.

In a study by Wambugu, Gichira and Wanjau (2016), Entrepreneurial Orientation was conceptualized as comprising of innovativeness, pro-activeness and risk taking. The study results revealed that Entrepreneurial Orientation has a positive and statistically significant influence on firm performance of Kenya's agro processing SMEs and concluded that Entrepreneurial Orientation as a one-dimensional construct is an important predictor of firm performance, in terms of growth and profitability.

Muriithi, Kyalo & Kinyanjui (2018) examined the relationship between Entrepreneurial Orientation, organizational culture adaptability and performance of Christian Faith-Based Hotels in Kenya. The study found that adaptability has a significant positive influence on the performance of Christian Faith Based. The study also found that Entrepreneurial Orientation had a moderating role on the relationship between organisational culture adaptability and performance of Christian Faith Based Hotels.

The academic literature considers Entrepreneurial Orientation to be an aspect that is of the utmost importance to guarantee the firm's survival and growth (Williams & Shaw, 2011). The contribution of Entrepreneurial Orientation rests on the anticipation and use of the different opportunities that emerge, in such a way that the firm can introduce new products, establish the industry's standards, and control the market and distribution channels. In the tourism and hospitality industry Entrepreneurial Orientation is a critical factor for the development of tourist products and for improving competitiveness (Hjalager, 2010; Tajeddini, 2010).

Entrepreneurial Orientation is a critical resource to business firms including hotels which enables competitiveness and survival under changing business environment. (Ahimbisibwe & Abaho, 2013). According to recent studies, the intensity of the relationship between Entrepreneurial Orientation and performance can vary, thus the need to examine the roles which other organizational variables can play (Muchiri & McMurray, 2015). Lyon, Lumpkin, and Dess (2000) classify the different factors that influence the Entrepreneurial and Performance relationship, distinguishing between organizational and environmental factors.

2.3 Concept of Top Management Team Shared responsibility

Organizational studies have shown that strategic outcomes of an organization are driven by its top management team (TMT) as a whole, rather than by individual members of the team and furthermore, TMTs play an important role in balancing strategic contradictions (Jansen *et al*., 2008) TMT shared responsibility refers to the extent to which TMTs take the decisions together and are responsible for them (Mihalache *et al*., 2012) which is beneficial for the smooth running of the organization and hence improved performance. Studies have also shown that TMTs in which decisions are taken jointly have greater potential for generating strategic alternatives and reconciling any potential contradictions associated with them (Mihalache *et al.*, 2014).

According to Nadolska and Barkema, (2014) Top Management Team shared responsibility represents the common historical experience of the TMT members and Shared experience will likely help the CEO to localize the distributed functional knowledge within the TMT. Moreover, when responsibilities are shared among TMT members, they are able to act more autonomously as it also allows heterogeneous demands to be dealt with, thus increasing the amount, quality and speed of the

information obtained. TMTs are therefore able to build their information-processing capacity and improve their capacity for problem-solving (Simsek *et al*., 2015; Menguc, Auh & Ozanne, 2010).

TMT shared responsibility reflects the presence of a deliberate effort such that team members are encouraged to share a common ambition associated with the overall wellbeing of the organization rather than prioritizing their own interests (Gibson and Birkinshaw, 2004). Therefore, shared responsibility is only evidenced when the rewards of a particular team member depend on how their performance relates and contributes to that of other team members (Lee and Ahn, 2007).

Furthermore, Rodriguez, Hechanova & Regina, (2014) posit that having shared responsibility within TMTs is equivalent to the ring-team approach in which team members get the issues on the table and discuss them openly. This means that the goal is not to reach a compromise, but rather to discover the best way of advancing the company's agenda in both the short and longer term.

When executives share responsibility and enjoy decision-making autonomy in their own area of expertise, they are expected to be more proactive in defending their own views and in addition, a shared responsibility for decision making forces teams to engage in intense negotiation in order to reach a consensus which is not easy to reach, given the profound differences between functionally diverse TMT members, especially when they are responsible for specific units (Carson, Tesluk & Marrone, 2007).

TMT members with shared responsibility become involved in and contribute to decisions and are thus motivated to obtain and process the information the CEO shares with them because they have a stronger sense that everyone's role in the decision-making process is important (Cao, Simsek & Zhang, 2010). Also, building on the notion

that the strategic outcomes of an organization are driven by its top management team as a whole, rather than by individual members of the team (Hambrick and Mason, 1984), research on organizational performance has investigated the role of TMTs in balancing strategic contradictions and hence collective decision making (Jansen *et al*., 2008)

Certainly, Top Management Team shared responsibility has been suggested to be an underlying source of convergence that may help team members to reconcile dynamic organization demands, challenges of integration and differentiation (Smith and Tushman, 2005). Besides the Top management team is usually diverse and requires a solution to downplay the potential challenges of such diversity so as to instead reap some of the benefits of having a diverse top management team.

This study therefore explores the moderating effect of Top Management Team Shared Responsibility on the relationship between Entrepreneurial Orientation and Non-Financial Performance.

2.4 Theoretical Review

This study was guided by the Resource based view and Upper Echelon theories.

2.4.1 Resource Based View theory

The Resource Based View conceptualizes firms to possess unique packet of tangible and intangible assets and capabilities to attain competitive advantage and superior performance (Barney, 2001). As such, the intangible resources and capabilities help firms to develop inimitable, organization-specific core competencies to allow them to beat competitors by doing things differently (Crook *et al*., 2008).

Barney, (1986) developed four criteria for evaluating the sustainability of resources' advantages: resources must be valuable, rare, hard to imitate, and hard to substitute. The strategic resources and capabilities of firms found to be valuable to customers, rare, and difficult to imitate, then contribute to competitive advantage and increase firm performance (Barney, 2001). This is supported by vast literature which focuses on strategic resources that meet the criteria as suggested in the Resource Based View (Lonial & Cater, 2008).

The theory originated initially in the discipline of strategic management (Kellermanns *et al*., 2016) and continues to evolve within the hospitality sector (Rodriguez & Caballero, 2018) which drives the need to investigate the different strategic resources required by hotels to succeed in the todays' fierce competitive market environment (Gomezey, Omerzel & Smolcic,2016). A resources-capabilities-performance framework, is put forward by the Resource Based View theory which posits that the difference in firm performance can be explained by the efficiency with which firms convert resources into valuable and imitable capabilities and into performance (Nath, Nachiappan & Ramanathan (2010)

Previous studies regarding the importance of entrepreneurial orientation (Asad, Sharif & Hafeez, 2016) and Top Management Team Shared Responsibility (Ruiz & Fuentes,2016), support the argument of Resource Based View (RBV). Both concepts are of great importance, as they are considered as a ways of business management which are resources for the successful operations of the businesses (Singh, Giudice & Bernardi, 2019; Haider, Asad, & Fatima, 2017).

Thus, the ability of a firm to be innovative, proactive, risk taking, autonomous and competitively aggressive being the cornerstone of Entrepreneurial orientation (Covin

and Miller, 2014), is the foundation of strategic competitive advantage through resource utilization and hence business success (Alimelimeti, 2017). Sustainable advantage can accrue from entrepreneurial behaviors, depending on the stock of a firm's resources since the type of resources available will influence the type of strategic processes firms employ to gain an advantage (Syed, Muzaffar & Minaa, 2017).

Also several researchers suggest that Top Management Team Shared Responsibility does not only enhance overall firm performance (Rosing, Frese & Bausch, 2011), but also favors collective decision making (Mihalache *et al*., 2014), generation of new ideas and creativity (Meissner & carayannis, 2017).Therefore, drawing on the Resource Based View, it is believed that firms that are intelligent to use their strategic resources such Entrepreneurial Orientation and Top Management Team shared responsibility eventually obtain the benefits of a higher firm performance.

2.4.2 Upper Echelon Theory

The Upper echelons perspective articulated by Hambrick and Mason (1984) provides a framework within which the role of top managers in influencing organizational outcomes can be interpreted. This theory holds that the characteristics of top level managers make a difference on how the organization is run and consequently how it performs. Its central premise is that managers' experiences, values, and personalities greatly influence their interpretations of the situations they face and, in turn, affect their choices and eventual firm performance.

The theory was used to explain the influence of Top Management Team Shared Responsibility on the relationship between entrepreneurial orientation and firm performance. It is suggested that the attributes of managerial background are predictors of the outcomes; strategic choices and the level of organizational performance. The

managerial characteristics have often been used as proxy due to the difficulties in measuring the management standards and values. Therefore, the managers' characteristics and shared responsibility serve as the core of the theory (Carpenter, 2002; Nielsen & Hunter, 2013).

Top executives view their situations, opportunities, threats, alternatives and likelihoods of various outcomes through their own highly personalized lenses. This individualized conceptualization of strategic situations arises because of executives' experiences, values, personalities and other human factors. Thus, according to the theory, organizations become reflections of their top executives (Hambrick, 2007; Carpenter, Geletkanycz, & Sanders, 2004). The underlying assumption is that the collective dispositions and interactions of top managers affect the choices they make.

The available evidence as to whether the characteristics of the individual top executive or of the entire top team are better predictors of organizational outcomes clearly supports the conclusion that the top team has greater effect (Hambrick and Finkelstein, 1987). According to this perspective, top management perceptions and cognitive base are expected to influence strategic choice, and ultimately, organizational outcomes. The executives' variables may condition the firm's behavior in terms of receptivity to change, willingness to take risks, diversity in information sources and perspectives, creativity and innovativeness in decision-making (Pegels, Song & Yang, 2000).

In addition, (Covin & Miller, 2014) posit that Entrepreneurial Orientation is grounded in upper echelon theory in which it is a reflection of top management team, an argument which is supported by previous studies (Mintzberg, 1973; Khandwalla, 1976). The upper echelon perspective is supported in Entrepreneurial orientation literature (Covin & Miller, 2014) and originates from Hambrick and Mason's (1984) conclusion that

over time organizations become reflections of their top managers. Therefore, the importance of the top manager in Entrepreneurial Orientation is evident in both past and present literature.

Lumpkin and Dess, (1996) conceptualize Entrepreneurial Orientation as the methods, practices and decision-making styles managers use to act entrepreneurially and as a result, some researchers have raised a debate on organizations' top management as a reflection of a firms' behavior in order to identify Entrepreneurial Orientation (Zhu & Chen, 2015). Accordingly, previous studies have proved that TMT shared responsibility leads to improved performance.

In upper echelon research, there have been extensive investigations of the role of senior leaders and TMTs, and organizational outcomes have been viewed as reflecting the values and cognitive bases of these powerful actors within the organization (Hambrick and Mason, 1984). As such, the demographic characteristics of senior leaders and TMTs, such as age, tenure or functional background, can partially explain such values and cognitive processes (Mom *et al*., 2015). However, few studies have been conducted that do not focus on the individual characteristics of the Top management team but rather on the collective achievement by the diverse team due to shared responsibility (Covin & Miller, 2014)

2.4.3 Organisational Ecology theory

Organizational ecology focuses on the study of organizational diversity was also adopted for this study to further explain the organizational behaviors such as Entrepreneurial Orientation and Top Management Team Shared Responsibility that determine Non-Financial performance.

Its key concerns are to investigate how social conditions influence the rates of creation of new organizational forms and new organizations, the rates of demise of organizational forms and organizations, and the rates of change in organizational forms. The emphasis is on the evolutionary dynamics of processes influencing organizational diversity. And, in contrast to the pre- dominance of adaptation in the study of organizations, organization ecology investigates the role of selection processes.

Although differences exist among individual researchers, one significant premise underlies thinking in organizational ecology. Under specific conditions, processes of change in organizational populations parallel processes of change in biotic populations. This similarity invites investigation of population biology ideas and models to see how they illuminate organizational processes of interest. Often, though, this is misunderstood by critics as the use of biological theory to explain organizational change or the use of biological metaphors to study organizations.

In its classical form, the principal tenet of organizational ecology can be stated succinctly: once founded, organizations are subject to strong inertial pressures, and alterations in organizational populations are largely due to demographic processes of organizational foundings (births) and dissolutions (deaths). Most research in organizational ecology has dealt either with tests of the selectionist tenet or with demographic processes in organizational populations.

Following Hannan & Freeman (1977), Carroll distinguished between three different levels of analysis in organizational ecology: the organizational level, the population level, and the community level. These three levels of analysis are characterized respectively by developmental, selection, and macro-evolutionary approaches to study evolution. Carroll's review comprehensively placed the development of organizational

ecology in a broader theoretical perspective, tracing its intellectual roots to human ecology (Hawley 1950, 1968), and building links with disparate fields like urban sociology and business policy.

Since this first review, when the first few empirical studies in organizational ecology had just begun to appear, research in organizational ecology has blossomed though remains underutilized in performance studies.

2.5 Empirical Literature Review

2.5.1 Innovativeness and Non-Financial Performance

Innovativeness has become common in recent business literature and continues to grow in different contexts (Alshanty & Emeagwali, 2019, Hernández-Perlines, 2019) and this is further supported by studies that have concluded on innovativeness as the important dimension of entrepreneurial orientation because it is the most highly correlated to business success and performance (Peak *et al*., 2019), while other studies show a positive effect of innovativeness on hotel performance (Sarmah, Kamboj, & Rahman, 2017; Hernadez-Perlines, 2019)

Growth of innovativeness literature has also been evidenced in the service industry especially the hotel sector (Hernerndez-Perlines *et al*., 2019; Gomezelj Omerzel & Smolcic –Jurdana, 2016) which is believed to be a competitive service sector thus requiring innovativeness especially technological innovations (Gamison–Haba,Clemente- Almendros & Gonzalez-Cruz,2019). Further, the hotel sector innovativeness is different from the industrial sector due to being labor intensive thus requiring skills' development to gain competitive advantage (Hernerndez-Perlines *et al*., 2019).

Hotel managers have the responsibility to introduce new services that improve quality, thereby both meeting the changing requirements of potential customers and increasing their market share, sales and profits (Chen *et al*., 2009). Innovative products and services includes a wide range of factors such as establishing on-line check-in and check-out systems in which a customer becomes a co-creator in the innovation process (Sarmah, Kamboj and Rahman, 2017).

Innovativeness has been conceptualised as the tendency of firms to participate in and support new ideas that may lead to new technological products, services or processes (Anjani & Yasa, 2019). Firms are therefore able to create a broad set of skills (Gomezelj Omerzel & Smolčić Jurdana, 2016) which are valuable tools for competitiveness (Teixeira & Ferreira, 2019) and survival in the an ever revolving business environment (Sainaghi et., 2017). Further the birth of new technologies, products and services through innovation (Anjani &Yasa, 2019), is believed to enable business success (Leal- Rodriguez and Abort-Morant, 2016), which is attributed to the firm's innovative capacity (Prifti & Alimehmeti, 2017), because previous studies have shown that an increase in innovation results in an increase in positive business performance outcomes (Marjana, Alkisic &Merkac, 2018).

A plethora of performance literature focuses on both financial performances such as revenues, profit; and non-financial performance measures such as reputation, customer satisfaction (Stattev, 2019). In relation to a hospitality context, hotel performance relates to how well hotels achieve non-financial goals such as customer retention and reputation; as well as financial goals such as average occupancy rate and lodging index (Wang, Chen and Chen, 2012). Studies have shown that innovativeness enhances such performance outcomes since a firm's innovativeness is determined by its ability to exploit new knowledge to its advantage and thus enhance competitiveness (Mc Dowell

et al., 2018). Also Covin &Miller, (2014) posit that innovation involves adopting new information to improve the products and services to the satisfaction of customers.

Jalilvand (2017), also identified a positive link between innovativeness and aspects of hotel performance. Services that are designed to meet the customers' needs enable customer satisfaction hence willingness to pay a price premium which in turn enhances the financial performance and non-financial performance due to value addition. In hotels where services are sold due to the feeling, sensation and psychological benefits which the customers expect to obtain, innovativeness is paramount (Frochot & Batat,2013).

This study seeks to determine the direct effect of innovativeness on Non-financial performance of star-rated hotels in Uganda.

2.5.2 Pro-activeness and Non-Financial Performance

For the most part businesses have to be proactive so that other entrepreneurial orientation dimensions can have a positive impact on firm performance (Lumpkin, Cogliser & Schneider, 2009), because only proactive businesses can take the first mover advantage. Moreover, pro-activeness determines firms' ability to pioneer ideas and as a result gain competitive advantage (Wales *et al*., 2013). It has been focused on as a firm's response to market-place opportunities and a strong tendency that gives a firm the ability to anticipate change or needs in the marketplace and be among the first to act on them (Lumpkin & Dess, 2001).

Earlier studies focused on pro-activeness as a forward-looking perspective characteristic of a marketplace leader that has the foresight to act in anticipation of future demand and shape the environment. Droge, Calantone, and Harmancioglu (2008), view pro-activeness as changing the environment by introducing new products

and technologies, while Venkatraman (1989) looks at pro-activeness as seeking new opportunities which may or may not be related to the present line of operations, introduction of new products and brands ahead of competition, strategically eliminating operations which are in the mature or declining stages of life cycle.Certainly, previous studies have often found a strong positive relationship between pro-activeness and performance (Miller and Friesen 1983; Miller, 2011).

Kreiser and Davis, (2010) posited that, in certain situations, firms could utilize proactive behaviors in order to increase their competitive positioning in relation to other firms whereas Anderson *et al*., (2015) argued that first-mover firms were able to gain significant advantages over follower firms and defined such first-mover advantages in terms of the ability of pioneering firms to earn higher economic profits through such advantages as technological leadership and increased buyer switching costs.

Pro-activeness therefore is an attitude of anticipating changes and opportunities in the environment, hence boosting a competitive advantage with respect to the firm's competitors (Hughes & Morgan, 2007). The dimension reflects the aspect of a firm’s strategic posture that reflects the firm’s willingness and ability to anticipate new developments as early as possible and to act as a pioneer compared to competitors, rather than to wait for new developments and trends and then react to them (Wiklund and Shepherd, 2005).

Similarly, Engelen *et al*., (2014) characterised pro-activeness with a high level of opportunity-seeking firms that, ideally, are ahead of their competitors and successfully anticipate future customer demands. Meanwhile, Covin and Miller (2014) suggest that firms must have the strategic reactiveness and responsiveness for new circumstances that often occur in uncertain entrepreneurial contexts.

Therefore, due to changes in the business environments, firms that are proactive in seeking out opportunities will outperform firms that are unwilling to exploit market opportunities for higher returns (Chen *et al*., 2012). In addition, Lumpkin and Dess (2001) found that both sales growth and profitability are positively and significantly related to pro-activeness due to the fact that firms that are proactive in their orientation are able to capitalize on numerous opportunities and build a strategic advantage in relation to their competition.

Moreover, studies have shown a positive relationship between the adoption of proactive firm behaviors and competitive advantage since such firms have a greater understanding of customer needs and wants, and a broader market environment than their competitors (Khalili *et al*., 2013). Clearly such firms compete aggressively and resolutely against industry rivals (Franco and Haase, 2013) and gain by reaching the market, establishing their technology as the standard and as pioneers, dictate the rules of competition (Zahra, 1996).

This study seeks to determine the direct effect of pro-activeness on Non-financial performance of star-rated hotels in Uganda.

2.5.3 Risk taking and Non-Financial Performance

The risk-taking dimension represents the aspect of a firm's strategic posture that enables the firm's willingness and ability to devote increased resources to projects whose outcome is difficult to predict (Wiklund & Shepherd, 2005). Without a willingness to take risks, businesses are slow and hesitant to exploit opportunities presented by the ever changing market conditions and hence low performance (Miller & Friesen, 1982)

Begley and Boyd (1987) found that risk-taking had a curvilinear relationship with performance in entrepreneurial firms. Their findings suggested that entrepreneurial firms exhibiting moderate levels of risk-taking would outperform those exhibiting either very high or very low levels of risk-taking. The study concluded that risk-taking has a positive effect on Return on Assets. A connection exists between risk-taking and the willingness to allocate resources to projects that will not necessarily be successful and whose cost related to failure might be high (Miller & Friesen, 1978). Moreover, the same authors view risk-taking as the degree to which managers are willing to make large and risky resource commitments especially those which have a reasonable chance of costly failure.

Khalili *et al*., (2013) posit that risk is a crucial element in the business related decision-making process that involves introducing new products and services or improving the already existing ones. Theoretical support further suggests that changing business environments will also result in a stronger link between organizational risk-taking and firm performance as firms that do not take risks in such environments eventually lose market share and are unable to maintain a strong industry standing relative to more aggressive competitors (Covin and Slevin, 1991; Lumpkin and Dess, 1996).

According to Khandwalla, (1977), organizations need to make bold, risky strategic decisions in order to cope with the constant state of change common in dynamic environments. Obviously, it is likely that excessively hostile environments will discourage organizations from taking risks that they consider unnecessary and that might harm firm survival (Zahra and Garvis, 2000). Risk-taking managements usually seize opportunities and make commitments of resources before fully understanding what action needs to be taken (Covin & Slevin, 1991). However, where customer demands change incessantly, the thrust of research opinion suggests that firms need to

demonstrate a willingness to take risks and challenge the existing order of business to secure performance.

This study seeks to determine the direct effect of Risk taking on Non-financial performance of star-rated hotels in Uganda.

2.5.4 Autonomy and Non-Financial Performance

Previous studies have shown that propensity to directly and intensely challenge competitors to outperform industry rivals in the marketplace are positively correlated with firm success (Covin & Wales, 2012; Chen *et al*., 2015). Positive relationship has been found to exist between autonomy and performance outcomes (Jancenelle *et al*., (2017). In a business that practices autonomy, individuals take independent action of conveying a vision which allows them to demonstrate their competencies to enable successful entrepreneurship (Lumpkin and Dess, 1996).

Autonomy has been conceptualized as the ability and willingness to take self-directed actions in the pursuit of market opportunities that allow firms to make quick and self-reliant decisions and establish new markets with products or services (Li *et al*., 2009). The Resource Based View agrees that firms from the same industry may perform differently as their resources and capabilities vary (Barney, 1991). Autonomy therefore is an individual-specific capability and a valuable resource which determines firm performance. Dimitratos *et al*., (2014) further asserts that autonomy is important for firm development as it captures firm-level entrepreneurship and relevant activities.

Recent studies have shown that, autonomy has a positive effect on performance (Badjuri, 2017), as the freedom given to employees is a source of motivation to be self-directed, creative, pursue opportunities, and champion new ideas which are essential for effective entrepreneurial activity to occur (Lumpkin & Dess, 1996). This is

encouraged through policies of empowerment, open communication, unrestricted access to information, and authority to think and act without interference (Engel, 1970; Spreitzer, 1995). Autonomy is a demonstration of faith by managers in their employees' ability to perform effectively outside the norms of business practices. Such independence then encourages employees to participate in change and become actively involved in entrepreneurial activity which is likely to be a critical success factor (Lumpkin *et al*., 2009).

Autonomy is therefore, an important driver of flexibility, which is an essential attribute if a firm is to be able to respond promptly to environmental change and market signals by quickly reconfiguring its actions and activities (Grewal & Tansuhaj,2001). Flexibility is created when people within the firm are given freedom to apply their human capital in ways that help the firm change adaptively and be responsive to the needs of its markets and actions of its rivals.

Without autonomy, passivity develops among employees since they are constrained in the actions and activities they can undertake without managerial consent, coupled with the fear to deviate when necessary from established practices hence ineffectively respond to opportunities and threats to performance. In contrast, autonomy should encourage a greater flexibility in the firm to facilitate active and reactive response to change (Hornsby *et al*., 2002)

Therefore, the structure and culture of the firm should encourage a proclivity toward such qualities as decentralized decision making, low formality, wide spans of control, process flexibility, free-flowing information networks, and loose adherence to rules and policies to enhance a highly committed workforce willing to take entrepreneurial

actions and accept responsibility for outcomes (Ireland *et al*., 2009; Lumpkin and Dess, 1996).

This study seeks to determine the direct effect of autonomy on Non-financial performance of star-rated hotels in Uganda.

2.5.5 Competitive-aggressiveness and Non-Financial Performance

Previous studies have found that aggressive competitive behaviors are advantageous for firm performance. For example, firms that adopt a large volume of actions with longer duration can gain first-mover advantage and thus are more profitable than their counterparts (Ferrier, 2001). Aggressive market participants that launch more actions at a high rate of speed are easier to shape their own territory and win customer recognition, there by seizing higher market share (Chen *et al*., 2010; Nadkarni *et al*., 2016).

In addition, response volume and speed are conducive for firms to gain advantage by preventing attackers from elevating entry barriers while making them unable to monopolize the market (Hambrick *et al*., 1996). Overall, a firm's competitive propensity is found to be positively related with its performance (Lin & Lin, 2019). Literature has also shown that under rapidly-changing environments, firms that try out a variety of competitive recipes will have greater possibility to obtain better performance (Nadkarni *et al*., 2016) because taking action in an era of temporary advantage yields a better probability of success than does taking no action (Chen *et al*., 2010).

Firms that are highly aggressive see competitors as enemies that must be conquered and mobilize resources to launch direct attacks with the aim of overwhelming their market efforts, steadily eroding their competitive strengths, hence establish advantage through

continuous offensive tactics (Davidson, 1987; Hoskisson, Wright, Filatotchev, & Peng, 2013).Competitive aggressiveness constititues the intensity of a firm's efforts whether deliberate or reactive; to outperform and undermine its industry rivals (Lumpkin & Dess, 2001). A firm that practices competitive aggressiveness continuously assesses competitors so that opportunities to exploit the firm's strengths and competitors' weaknesses are sought and taken advantage of.

The aggressive firm sees value as accruing from leveraging adaptive capabilities to progressively undermine competitors' efforts in the market as opposed to adopting a passive stance to competition. Such firms rely on offense as opposed to defense in their approach to competition. Several Studies support that competitive aggressiveness can improve performance because the emphasis on out-doing and out-maneuvering competitors; strengthens the firm's competitiveness at the expense of rivals (Lumpkin & Dess, 1996; Covin &Wales, 2012).

The capacity to aggressively respond to competitors' actions is enforced through various strategies as; aggressive price competition, market entry with a new or superior offering, fast-following a rival into a market, continuously exploiting information, and using unconventional surprise tactics (Covin &Wales, 2012). Such an emphasis on acquiring market share and customers by aggressively targeting rivals' weaknesses should improve performance because it undermines competitors' ability to compete and restricts the ability of competitors to anticipate and respond to what the aggressive firm will do next.

Competitive aggressiveness enables firms to directly and intensively challenge competitors by acting timely in the market conditions but also importantly firms achieve market entry and hence performance (Lumpkin & Dess, 1996). While Lumpkin

and Dess (2001) characterized it as a response to threats, competitive aggressiveness is considered as a strong struggle to overcome the competitors with a combative attitude, which seeks a better positioning in the market to defeat threats.

It has been recognized that the combination of high visibility and low level of difficulty to outperform the act will evoke responses from rivals and generate temporary advantages (Miller & Chen, 1994). Especially, bold competitive actions in pricing and marketing generates temporary advantages and thus, less profitable. Whereas new product introductions, new service offerings and market expansions can be seen generating more sustainable advantages and connected to higher performance (Smith *et al*., 2001).

This study seeks to determine the direct effect of competitive aggressiveness on Non-financial performance of star-rated hotels in Uganda.

2.5.6 Top Management Team Shared Responsibility and Firm Performance

Team literature uses the term trans-active memory to refer to the combination of the knowledge possessed by each individual and a collective awareness (Hollingshead and Brandon, 2010). Tanikawa, Kim & Jung (2017) did a study on Top management team shared responsibility and firm performance: exploring a function of age in Korean manufacturing firms. The results show that Top management team shared responsibility had a positive and significant main effect on return on assets.

A study by Githii, Stephen, Senaji and Kirimi (2018) indicated that there is no conclusive agreement about the influence of Top management team shared responsibility on firm performance. They posited that the differing results could be due to the contextual and conceptual differences, different research measure performance using varying variables. The study however concludes that firms need to share

responsibility in top management teams as several studies have shown it to have a positive impact on their performance.

Kiprotich, (2014), focuses on the degree to which top management sets up quality management objectives and strategies, provides and allocates necessary resources, contributes to quality improvement efforts, and assesses quality management implementation and performance as a shared responsibility. The study findings indicated that, attempts to implement Quality Management Strategies often fail when top management doesn't carry it out as a shared responsibility. Commitment and combined involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the firm to enhance performance.

In turn, because of its integrative nature, Top management team shared responsibility can stimulate organization's ability to be efficient by improving TMTs' ability to resolve conflicts and to process information and strategic alternatives (Mihalache, 2014). As such TMT members experience shared emotions and a sense of team membership that lead to the realization that both the success and failure of organizational actions is due to their collaborative effort (Gronn, 2002).In other words, TMT members engaged in shared responsibility experience higher commitment to the overall firm's success and, as such, are more likely to attain positive performance results.

According to Xie et al., *et al*., (2003), Shared responsibility exhibits the extent to which individual rewards depend on one another's performance shared and depicts lack of such independence among individuals when it comes to evaluation of input in decision making process which is important for intra-organizational functioning and hence

improved performance. As a result, Top management team Shared responsibility is enacted through the presence of a joint reward system that evaluates team members according to their contribution to collective output rather their own output only.

In fact shared responsibility achieved by the presence of a joint reward system, increases feelings of task and project ownership across the organization, such that different top management team members are more likely to consider how radically new ideas can be integrated effectively into the firm's current operations (O'Reilly and Tushman, 2004). By emphasizing joint rather than individual functioning, top management teams can channel their efforts to successfully implement the firm's common goal hence overall performance attainment. (Collins and Clark, 2003).

Again, the configuration of activities demands the integration of differing knowledge and interests across the top management teams (Collins and Smith, 2006) and as a result the success of an organization's goal implementation should be greater due to collectivity. Likewise, shared responsibility allows members to leave aside their superficial differences and engage in productive debate as discussions between individuals who share responsibilities also creates a feeling of inclusiveness (Thongpapan, Clercq and Dimov, (2011). Coupled with the fact that when top management teams have shared responsibility, they will be able to embrace the differences between team members resolve disagreements and therefore lessen the negative effect of diversity, smoothing the way for consensus among dissimilar individuals ((Granero *et al*., 2017) hence team learning and goal achievement.

Two types team responsibility prevail in literature; hierarchical and shared responsibility teams but the latter has been found to contribute more substantially to team performance outcomes. Also, teams engaged in shared responsibility

communicate more information of higher quality than teams without shared responsibility (Netemeyer *et al*., 1997). In addition to increased communication, shared responsibility provides a wider pool of resources for the decision-making process as it brings together the skills and perspectives of a diverse set of TMT members rather than drawing solely on CEO's expertise (Waldersee and Eagleson, 2002). Building on this idea, extant research suggests that TMTs that engage in shared responsibility exhibit superior performance in complex situations such as strategic change (Denis *et al*., 2001).

2.5.7 Top Management Team Shared Responsibility as a moderator

There are studies focusing on Top management team shared responsibility as a moderator in firm performance literature; Thongpapan, Clercq and Dimov, (2011), adopted a contingency perspective to explicate how an organization's structural context as reflected in organizational units' decision autonomy and shared responsibility might moderate the relationship between its alignment, and adaptability pursuits and performance. The study argues that performance effects of adaptability are stronger when individual organizational units enjoy shared responsibility for the organization's overall performance and indeed the findings show that the relationship between adaptability and performance is positive at high levels of shared responsibility and neutral at low levels of shared responsibility.

Also, Granero *et al*., (2017) studied Top management shared responsibility as a moderating variable in the relationship between Top Management Team diversity and organizational ambidexterity. It was found that at high levels of TMT shared responsibility, the effect of TMT age diversity on TMT ambidexterity becomes greater.

The study posits that Top management shared responsibility is a team context that can affect team behavior and hence overall organization performance.

Zhang *et al.*, (2011) examined the moderating effect of Top management team shared responsibility on Relationship between Transformational Leadership and Project Success. The study concludes that project success can be enhanced through unfolding the relationships between project managers' transformational leadership and Top management team shared responsibility.

2.6 Summary of Literature and Research Gaps

Various studies related to the relationship between entrepreneurial orientation and hotel performance, have been done. However, several research gaps have been identified from the empirical review and they are illustrated in Table 2.1.

Table 2.1 Summary of Literature review and Research Gaps

Author (s)	Topic	Method	Knowledge /Methodology Gap Addressed	Findings/Conclusions
Sainaghi, (2010).	A meta-analysis of hotel performance. Continental or worldwide style?	A meta-analysis of the previous literature was carried out	Secondary data was obtained from previous journals published in the last 20 years yet the hospitality industry is growing rapidly thus primary data is very relevant	There is a strong link existing between the type of evidence used, research design, the choice of dependent and independent variables, thereby identifying three different research styles: European, American and Asiatic.
Ling, (2008)	Transformational leadership's role in promoting corporate entrepreneurship: Examining the CEO –TMT interface	Adopted multi sourced field survey using was conducted on firm CEOs	The study was correlational and did not involve the manipulation of variables. As such, the research design cannot rule out the possibility of reverse/reciprocal causality;	Transformational CEO is one important drivers of organizational innovativeness
Anwar, Shah and Hasnu (2016)	Business strategy and organizational performance: measures and relationships.	An empirical analysis	Focuses on only financial measures of performance	There are insignificant differences in the level of performance of different strategic orientations which can be explained by other environmental factors
(Nzuve & Nyaega, 2011)	Application of balanced scorecard in performance measurement at Essar Telecom Kenya limited	A case study was conducted	The study focused on the use of the balanced score card to measure performance not taking into consideration factors that may affect performance.	The study revealed that the company primarily uses balanced score card for strategy implementation and performance measurement. It further recommends improvement, appreciation and usage of the balanced score card.
Rodríguez &Ramírez-Fierro (2018)	The relationship between strategic orientation dimensions and hotel outsourcing and its Impact on organizational performance	The study was done through an online survey	The current study adopted an explanatory research design	The findings suggest that the majority of the strategic dimensions influence the hotel's level of outsourcing and performance

Ali Al-Zu'bi (2014)	The relationship between strategic orientation and competitive advantages	The study gathered Primary using questionnaire distributed to employees in companies Jordanian pharmaceutical industry	This study adopted use of questionnaires in Jordanian pharmaceutical industry while the current study was done in the developing Ugandan hotel industry	The results showed that there is a positive relationship between those orientations and competitive advantages, and the relationship between the futurity orientations and competitive advantages the strongest relationships.
Avcia ,Melih Madanogub & Okumus (2011)	Strategic orientation and performance of tourism firms: Evidence from a developing country.	One-way Multivariate Analysis of Variance (MANOVA) was employed to test the mean differences between hotels, restaurants, and travel agencies based on strategic orientation.	This study was done in tourism firms while the current study was conducted in the hotel industry where limited studies exist.	The study results show that there is a difference in both financial and non-financial performance based on the strategic orientations followed by tourism enterprises.
Acar &. Özsahin (2018)	The relationship among strategic orientations, organizational innovativeness, and business performance	Adopted field survey using questionnaires was conducted on manufacturing firms	This study was done in manufacturing firms however the current study was done in the hotel (service) industry	The results show that product innovation can significantly assist a competitor-oriented firm in improving its financial performance, while a technology-oriented firm improving its growth and market performance.
Okello, Ngugi & Odhiambo, (2018).	Influence of strategic orientation on the growth of micro and small furniture manufacturing enterprises in Kenya.	Adopted mixed method Research design	The study adopted a mixed method Research design however the current study adopted quantitative research design	The study reached a conclusion that there was a significant positive relationship between strategic orientation and growth of the micro and small furniture manufacturing enterprises through improved links to the customer and better product approaches.

Ali, Hilman & Gorondutse (2017)	The effect of entrepreneurial orientation, market orientation, total quality management and organizational culture on the SMEs performance	Adopted extensive literature view	This study was done through an extensive literature view however the current study adopted a quantitative research design	The study found a theoretical link that exists between entrepreneurial orientation, market orientation and performance of SMEs and also developed conceptual model for empirical validations.
Nzioka & Njuguna (2017)	Firm Orientations and Performance of Hotels in Nairobi County, Kenya.	The study adopted a descriptive research design.	This study was based in hotels in Nairobi Kenya while the current study was based on Hotels in Kampala Uganda	The study findings revealed that market structure in terms of industry competition and market power, organizational structure, strategic orientation and market orientation had a positive effect on the performance of hotels in this county.
Wambugu, Gichira and Wanjau (2016)	Influence of Entrepreneurial Orientation on Firm Performance of Kenya's Agro Processing Small and Medium Enterprises	The research study adopted an exploratory research design.	This study used Structural Equation Modeling partial least squares (SEM-PLS) to investigate the influence of Entrepreneurial Orientation on Firm Performance of Kenya's Agro Processing SMEs while the current study includes Top Management Team Shared Responsibility as a moderator	Entrepreneurial Orientation is a one-dimensional construct is an important predictor of firm performance, in terms of growth and profitability.
Tanikawa,Kim & Jung (2017)	Top management team (TMT) tenure diversity and firm performance: Examining the moderating effect of TMT average age	Multiple hierarchical regression analysis was used to test the hypotheses.	The study focuses on the effect of TMT diversity which has been studied extensively. The current study focuses on TMT shared responsibility, an area that is sparsely studied.	The results show that TMT age diversity had a negative and significant main effect on ROE but not on ROA
Boso *et al*., (2017)	International entrepreneurial orientation and regional expansion.	Multi-source longitudinal design	Study focuses on International Entrepreneurial orientation which is too broad.	As autonomy interacts with channel management capability, the effect to regional expansion turns positive and stronger

2.7 Conceptual Framework

Based on the above summary of literature review, there is enough proof of contextual and methodological gaps in existing literature which needs to be filled. Therefore, this study proposed a conceptual framework shown as Figure 2.1 to fill the identified gaps. It reveals five direct effect hypotheses (H_{01}-H_{06}) and five moderation hypotheses (H_{07}a-e). Its objective is to analyze how entrepreneurial orientation affects non-financial performance star rated hotels and how this relationship can be moderated by Top Management Team shared responsibility.

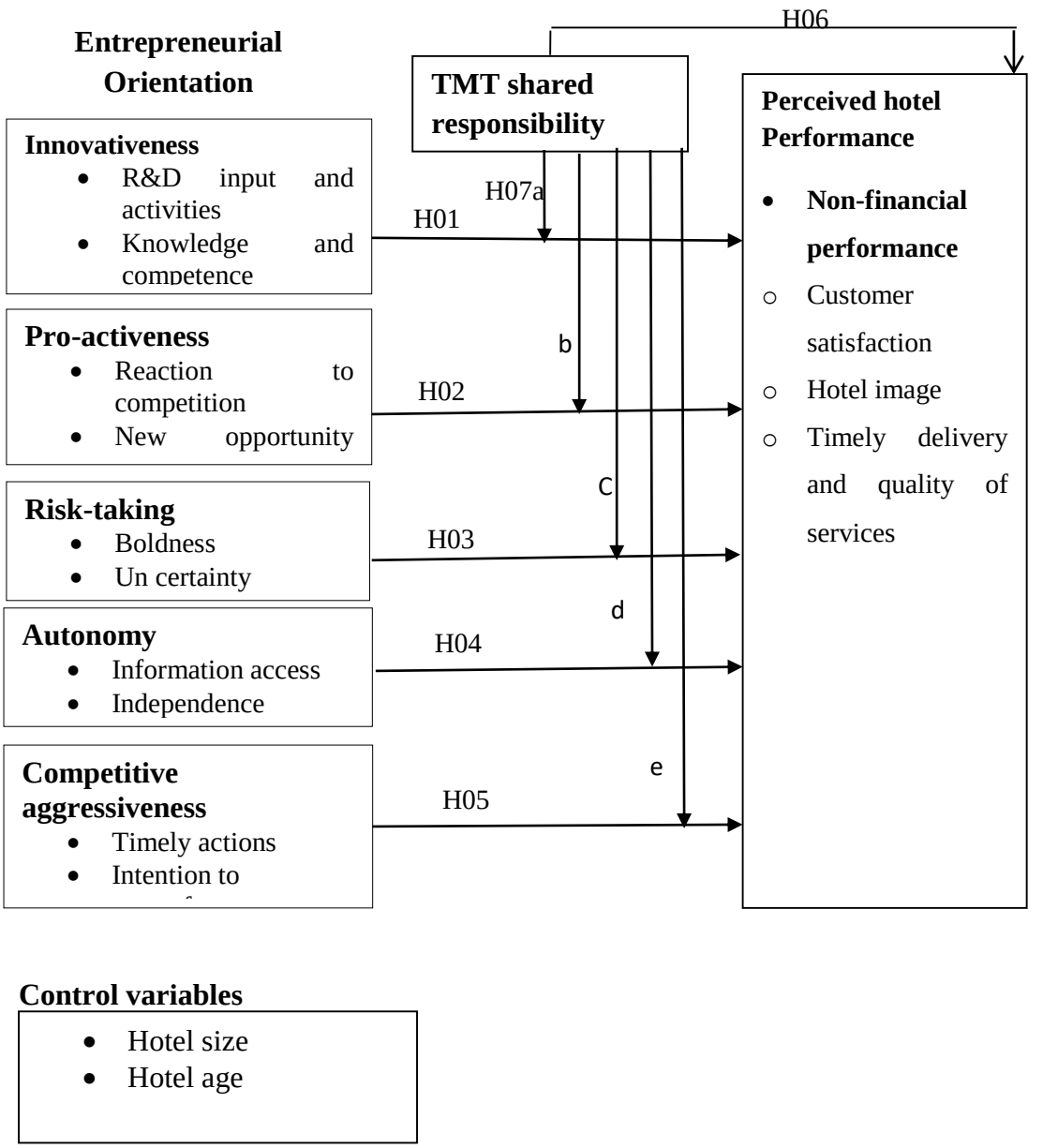

Figure 2.1: Conceptual Framework

Source: (Researcher 2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter focuses on: Research philosophy, research design, study area, target population, sample size, sampling techniques, data collection instruments and procedures, measurement of variables, reliability and validity instruments and ethical considerations.

3.1 Research Philosophy

Vukojević (2016) defines a research philosophy as a belief about the method in which data about a particular phenomenon should be gathered, analyzed and used. This study will use positivism philosophy to derive variables, constructs and formulated hypotheses based on existing theories related to entrepreneurial orientation, top management shared responsibility and hotel performance and then verify through rational investigation and analysis. The positivism approach seeks to use existing theory to formulate variables, assume and test hypotheses leading to theory development (Gill and Johnson, 2010).

Positivism depends on quantifiable observations that lead to statistical analyses and ontological view of the world as comprising of discrete, observable elements and events that interact in a determined and regular manner (Onwuegbuzie, Johnson & Collins, 2010). Moreover, in positivism studies the researcher is independent from the study and there are no provisions for human interests within the study (Crowther and Lancaster (2008).

3.2 Research Design

The study adopted a quantitative, explanatory research design and a cross-sectional approach. This is because, a quantitative design is strongly related to deductive testing of theories through hypotheses, while the cross sectional approach was adopted due to the fact that it makes data collection faster since data is collected at a point in time (Creswell & Poth, 2017).

This study used explanatory design to derive variables, constructs and formulated hypotheses based on existing literature related to entrepreneurial orientation, top management shared responsibility and hotel performance. The choice was because it is believed by its proponents to be factual and separate from the researcher's opinions based on a number of hypotheses and collected data used to test the hypotheses (Creswell, 2014). Explanatory design follows a scientific method of inquiry as it takes a quantitative research approach by proposing specific hypotheses based on established theories and then deciding whether the research results confirm the predictions. In addition, this design establishes the cause and effect of study phenomenon and goes ahead to provide evidence to support or reject the study expected outcomes (Zikmund *et al*., 2014).

The Cross-sectional approach was used to collect data at one point in time (a short period of time of one month from 13th April to 25th May,2021). The key aspect of cross-sectional approach is time factor associated with it as data is collected at a specific point in time. This enables the researcher to estimate the prevalence of the outcome of interest, as the sample is usually taken from the entire population (Levin, 2006). This approach was also adopted because of its versatility and effectiveness in collecting data on several variables at low cost and quickly and also due its generalizability (Osunsan, 2020).

3.3 Study Area

The study was conducted in the hotel industry in Uganda, specifically among the star-rated hotels which are all registered with the Uganda Hotel Owners' Association. The choice of star-rated hotels was guided by the fact that they can be easily identified since they are registered under Uganda Hotel Owners' Association (UHOA).

The study focused on 2star, 3star, 4star and 5 star hotels are distributed across the entire country with majority however being found in the central part of the country. While the study concepts were Entrepreneurial orientation, Top Management Team shared responsibility and Non-Financial Performance of star-rated hotels in Uganda.

3.4 Target Population

The target population of the study was 310 managers from sixty-two (62) star-rated hotels under the Uganda Hotel Owners' Association and recognized by the Uganda Tourism Board (UHOA, 2017). While the unit of inquiry was hotel managers obtained from the five major hotel departments (General Manager, Front office manager, Head chef/production manager, Rooms Division/Housekeeping manger and Food Beverage Service Manager who are expected to have a clear understanding of the hotel performance.

According to Uganda Hotel Owners' Association there are 5 five-star, 13 four-star, 17 three-star and 27 two-star distributed across the country. The distribution of the population among the star-rated hotels is given in Table 3.1

Table 3.1: Distribution of Hotels per Star-rating in Uganda

S No	Star-rates	Number of Hotels	Number of managers (5 managers)
1.	Five-star hotels	05	25
2.	Four-star hotels	13	65
3.	Three-star hotels	17	85
4.	Two- star hotels	27	135
	Total	**62**	**310**

Source: UHOA (2017)

3.5 Sampling Design and Procedures

The sampling procedure comprises of the process of obtaining the proportion of the population that were used to make inferences about the entire population (Zikmund *et al.,* 2010). Sampling is the statistical process of selecting a subset of a population of interest for purposes of making inferences about that population.

3.5.1 Sampling Design

The sample of hotel managers was obtained from the star-rated hotels in Uganda registered under the Uganda Hotel Owners' Association. Multi-stage sampling technique was used which involves combining various probability techniques in the most efficient and effective manner possible. The process of estimation is carried out stage by stage, using the most appropriate methods of estimation at each stage (Sukhatme 2008).

Stratified sampling involved dividing the sampling frame is into homogeneous and non-overlapping strata- star rating (Raj, 2008). The star-rated hotels were stratified into four strata based on the hotel ratings (two-star, three -star, four -star and five -star).

Then each hotel was then assigned a unique identifying number and simple random sampling was used to select star-rated hotels from each stratum by writing the hotel numbers on a pieces of paper, placed in a box and shaken vigorously then the predetermined number (sample size) of papers was picked randomly without looking. This method of sampling gives each star rated hotel in a stratum, an equal opportunity of being selected and at the same time lowers the sampling error. After the star-rated hotels were randomly selected, five managers were then selected from each of the five major hotel departments. (General Manager, Front office manager, Head chef/production manager, Rooms Division/Housekeeping manager and Food Beverage Service Manager). This is a technique where respondents are chosen in a non-random manner based on their expertise on the phenomenon being studied.

Hotel managers being the individuals in the Top management team are also responsible for the strategic decisions of the establishments and are thus expected to be knowledgeable about the entrepreneurial orientations of the hotels as well as shared responsibility. The rationale of data collecting from multiple respondents is advocated by various authors as a favorable practice in improving validity and reliability of the study results as well as reducing sampling error thus obtaining data that is superior to that of a single informant (Balloum *et al.*, 2011).

In addition studies have shown that using a single informant may be problematic since individuals have diverse perceptions within a business and as such multiple respondents are needed to reduce bias. Also using multiple respondents takes advantage of the different individuals' expertise (Wang & Feng 2012: Balloum *et al*., 2011)

3.5.2 Sample size

To obtain the number of star-rated hotels per stratum, the study used the Krejice & Morgan, (1970) sample size formula:

$$s = \frac{X^2\ NP(1-P)}{d^2(N-1) + X^2P\ (1-P)}$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Table 3.2: Sample Size per star rating

Star-rates / strata	Number of Hotels	Sampled hotels	Number of hotel managers (* 5 departments)
Five-star hotels	05	05	25
Four-star hotels	13	10	50
Three-star hotels	17	14	70
Two- star hotels	27	24	120
Total	**62**	**53**	**265**

Source: Researchers computations using Krejice & Morgan, (1970) formula

The sample size was therefore 265 managers.

3.6 Data Collection Procedures and Instrument

Data was obtained using Email survey questionnaires to be filled by managers of star-rated hotels registered with the Uganda Hotel Owners' association to collect primary quantitative data. Survey research is used to generalize from a sample to a population so that inferences can be made about some characteristics, attitudes or behavior of this

population (Creswell, 2003). Survey research is regarded by Babbie (2001), as the best method of data collection, when the researcher is interested in collecting original data for a population that is too big to test directly.

Email Survey questionnaires are advantageous for measuring a wide variety of unobservable data such as hotel managers' perceptions which can be recorded to an online data base and modified as desired, remotely collecting data about a population that is too large to observe directly, for example an entire country, was covered using electronic mail and telephone calls before sending out questionnaires and after to follow up where response delays. Electronic mail surveys questionnaire are preferred by hotel managers since they are busy people and can respond at their convenience and also helpful to the researcher as there is reduced rate of non-responses in addition to being economical in terms of researcher time, effort and cost.

Before e-mailing the questionnaires, a pretest was conducted during a pilot study to detect any possible errors and also access the understanding of questionnaire items. In addition, prior to the commencement of data collection, the researcher obtained all the necessary field study documents, including an introduction letter from the University and an authorization letter from Uganda Hotel Owners' Association which were attached to the email.

To ensure a high response rate, this study conducted a four-phase administration process; A short advance-notice email requesting respondents to participate in the study accompanied by all the supporting documents was sent to all sampled hotel managers, and the second email was the actual survey questionnaire, distributed about 1 week after the advance notice letter. The third email consisted of a brief follow-up letter sent to all

respondents about two weeks after the actual questionnaire and this was coupled with a phone call.

The fourth email was sent two weeks after the third email to all non-respondents and consisted of a personalized cover letter informing the managers that the study had been completed. However, some mangers opted out of email survey and questionnaires were taken to them in person at their hotels. Thus the questionnaire administration and data collection period lasted about six weeks.

The first section of questions comprised of the general firm characteristics (such as firm size and age) and hotel department; second section focused on the five dimensions of entrepreneurial orientation (innovation, pro-activeness, and risk-taking, autonomy and aggressive competitiveness). The third section of questions corresponded to Top Management Team Shared Responsibility, while the fourth section of the questionnaire related to the performance of star-rated hotels.

3.6.1 Data sources and types of data

Primary data was collected using structured email survey questionnaires to cover the research constructs; hotel performance, entrepreneurial orientation and Top management shared responsibility from the five hotel managers of 62 star-rated hotels, (Appendix 1) Questionnaires were sent to the hotel managers who head the departments of general manager's office, Food & Beverage service, Kitchen, Rooms and front office/reception because they have a clear understanding of the performance of their departments which contribute to the overall hotel performance. Thus, the nature of data collected was quantitative and guided by the objectives of the study.

3.7 Reliability and Validity Instruments

The instruments must produce information that is not only relevant but free from systematic errors, that is; any instrument must consistently measure what it is intended to measure, hence the relevance of reliability and validity.

3.7.1 Reliability of the Instruments

Reliability is a fundamental component of accuracy; hence it is desirable that the measure produce the same results when carried out under the same circumstances and should also distinguish between changes in the measure due to a genuine change in the condition being measured as opposed to changes that simply represent measurement error (Co-operation & Development, 2013).

The extent to which results of a measure are consistent over time with repeated administration is referred to as stability. If the results of a study can be reproduced under a similar methodology at a different time, then the research instrument is considered to be reliable but the length of time between administrations is important. This is the test-retest reliability approach which is usually used to test reliability of single- item measure using correlation co-efficient such as the Pearson's correlation co-efficient but requires longitudinal data. The correlation co-efficient should be positive and as high as possible where above 0.80 signifies strong stability, between 0.70 and 0.79 signifies good stability while between 0.50 and 0.69 signifies fair stability.

The reliability of an instrument usually varies from 0.00 to 1.00 with 1.00 indicating perfect reliability while 0.00 indicates lack of it. Where the Cronbach's alpha co-efficient measures how correlated each item is with each other in a multi-item scale. The alpha co-efficient ranges between 0 and 1, where 0.90 and above signifies high reliability, 0.7-0.8 signifies reliability while below 0.7 signifies low reliability.

However alpha co-efficient of between 0.5 and 0.7 is acceptable for newly developed scale and also the alpha co-efficient increases when the number of items in a scale increases (Taber,2018)

The questionnaire was tested for reliability by using Cronbach coefficient alpha to determine the internal consistency of the items. In this study, the items were considered reliable if they yield a reliability coefficient of 0.5 and above. This figure is usually considered acceptable for consistency levels especially when the number of items is small (Taber,2018).

3.7.2 Validity of the Instruments

According to Berkowitz, Caner & Fang, (2012), validity refers to the accuracy and meaningfulness of inferences made based on results obtained. It is the confidence that a researcher can have in the inferences drawn from scores and the meaning attached to the scores. Validity is in two forms; internal and external. Where external validity refers to the extent to which the results of the study can be applied outside the context of that study or generalized to and across other research settings. While internal validity is the degree to which the study results support the claim about the cause and effect within the context of a particular study. In addition, internal validity is sub-divided into content and construct validity which are both ensured in this study.

According to Souza, Alexandre & Guirardello, (2017), construct validity measures the extent that the scale measures what it intends to measure in terms of cause and effect behaviors in the study relationships. This validity was established on different levels by the researcher by critically studying literature on each item to see if it the study variables have been well operationalized. Construct validity (discriminant and convergent validity) was further established through conducting a factor analysis utilizing principal

component analysis with varimax rotation method (Koh and Nam,2005). Items loading above 0.40, were considered for further analysis while those items that were cross loading above 0.40 were deleted for divergent validity while for convergent validity, items had to have loading of above 0.40 and eingen value of 1.

According to Creswell (2002), content validity is the degree to which the questions on the instrument and the ratings on those questions reflect all possible questions that could be asked about the content or the construct. The Items measuring dimensions of Entrepreneurial orientation, shared responsibility of Top Management Team and hotel performance were derived from existing literature. Also, to further ensure content and face validity, the developed instruments were then presented to the research supervisors to evaluate the applicability and appropriateness of the instrument items in terms of clarity, adequacy and relevancy to the research objectives.

3.7.3 Pilot Test

This study used email survey questionnaire before the actual data collection by administering them to thirty (30 managers) from 6 randomly selected star-rated hotels in Kenya. The number of respondents involved in a pilot study is informed by Foddy, (1993) who recommends up to 30 and minimum of 5.

According to Van *et al.,* (2010),the pilot study enables the researcher to assess the clarity of the instrument as well as ease of use to the respondents. Items identified as unclear or biased were modified or omitted to increase content validity of the instrument. In the pilot study any items that had low correlations (< 0.5) were removed from the instrument to make it more reliable basing on the Cronbach's alpha which is the most commonly used internal consistency measure and considered appropriate

when Linkert scales have been used (Robinson, 2009). (SPSS results attached in **appendix 3**).

3.8 Measurement of Study Variable

All the items used for measurement of variables were adopted from previous studies and modified to fit the current study context.

3.8.1 Dependent variable: Hotel performance

A dependent variable for this study is hotel performance and is an outcome variable that is explained by other variables. perceived performance indicators were used in this study despite being viewed as disadvantageous since they rely on managers' ability to objectively and accurately rate the performance of their firm.

On the other hand, many studies have posited that it is advantageous to use perceived performance measures as well. According to Bamford *et al*., (2000), they noted that entrepreneurs usually refuse to provide performance information to researchers, and, therefore, the accuracy of such data is questionable. According to Rauch *et al*., (2009), there is no difference in the Entrepreneurial Orientation and performance relationship with perceived financial performance, perceived non-financial performance or archival financial performance was found.

The measurement instrument was developed to test the hypotheses and to ensure content validity. Kraus *et al*., (2012), suggest that it is better to adopted items from prior studies as their validity has already been tested. This study therefore measured perceived hotel performance using non-financial indicators basing parameters that were commonly used by hospitality scholars as applicable to hotels as in the Table 3.3.

Table 3.3: Measurement of Non-Financial Performance

Dependent Variable	Indicator	Supporting Literature	Measurement Scale	Questionnaire Item
Non- financial Performance	• Customer satisfaction	(Chen,Hsu,Tzeng 2011; Wu,Tsai &Zhou,2011; Wadongo *et al*., 2010; Balat & Yilmaz, 2009; Camisón and Villar-López, 2010)	5-point linkert- scale(1-srongly agree; 5-strongly disagree)	• Customer retention/customer likelihood to return • Guests' evaluation of employees
	• Timely and Quality services	Singh and Schmidgall (2002: Abdel-Maksoud *et al*., (2005; Avci, Madanoglu & Okumus,2011)	5-point linkert- scale(1-srongly agree; 5-strongly disagree)	• star-rating maintenance and improvement • standard design- facilities, renovations and maintenance systems • Relaxation, exercise, and refreshment for customers • Customer requirements met on time
	• Hotel Image	Avci, Madanoglu & Okumus,2011)	5-point linkert- scale(1-srongly agree; 5-strongly disagree)	• community service projects

Source: (Researcher's compilation, 2020)

3.8.2 Independent Variable: Entrepreneurial Orientation

Entrepreneurial Orientation is considered to be a multidimensional construct, comprising five dimensions: Innovativeness (IN), Pro-activeness (PA) and Risk-taking (RT), Competitive aggressiveness (CA), Autonomy (AU), these dimensions do not need to co-vary to describe a firm as entrepreneurial (Arzubiaga, Iturralde, & Maseda, 2012).

Table 3.4: Measurement of Entrepreneurial Orientation

Independent variable	Indicator	Supporting Literature	Measurement scale	Questionnaire item
Entrepreneurial Orientation	Innovativeness	**(**Covin and Slevin,1989; Covin and Miller,2014; Lumpkin & Dess,1996; Hurley and Hult, 1998; Johannessen *et al*., 2001; Orfila-Sintes *et al*., 2005; Pikkemaat and Peter,2005; Grisseman,2013; Calatone, Cavusgil, Zhao, 2002; Kantur,2016)	5-point likert-scale(1-srongly agree; 5-strongly disagree)	Hotel attachment of importance to: • research and development activities • coming up with new services, processes and/or technologies • Pursuing knowledge that fits a changing environment. • Response to changes in the environment. • Changes in products/services • Employees' rewards for new ideas
	Pro-activeness	(Covin and Slevin,1989; Covin and Miller,2014; Kantur,2016)	5-point likert-scale(1-srongly agree; 5-strongly disagree)	• Competition avoidance • First to introduce new services/products • Response to actions initiated by competitors
	Risk-taking	(Covin and Slevin,1989; Kantur, 2016; Covin and Miller,2014)	5-point likert-scale(1-srongly agree; 5-strongly disagree)	• Top managers' belief in incremental behavior • Proclivity for low risk • Uncertainity in decision making
	Autonomy	Engel, 1970; Hornsby et al., *et al*., 2002; Chen *et al*., 2010; Spreitzer (1995).	5-point likert-scale(1-srongly agree; 5-strongly disagree)	• Freedom • Independence • Little/no interference • Access to information
	Competitive-aggressiveness	Lumpkin and Dess (2001), Chen *et al*., (2010) and Ferrier (2001),	5-point likert-scale(1-srongly agree; 5-strongly disagree)	• Boldness • Aggressiveness • Undoing competition

Source: (Researcher's compilation, 2020).

3.8.3 Moderator Variable

Shared responsibility of the TMT was measured using the scale developed by Sutcliffe, (1994) and Ling *et al*., (2008) to create seven item scale using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This seven-item scale was originally developed by Glick *et al*., (1990) to capture the extent to which team members perceive they have responsibility and authority regarding seven aspects of day-to-day operations. Respondents were asked to assess how their departments behave towards each other (Singh, 2019) using a scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The measure captures TMT's level of collaborative behavior, information exchange, and joint decision making.

The respondents including the general manager were asked whether the general manager involves the other team members in decisions about aspects of day-to-day operations such as; Entry into new market segments, changing policies that affect a portion of the firm, Hiring midlevel management personnel. Also, TMT members were asked to evaluate how/whether they discuss their expectations of each other and finally whether individual departments are evaluated/promoted on their joint performance instead of separate departmental performance cross-departmental team cohesion over separate departmental loyalty.

3.8.4 Control Variables

The study focused on hotel age and size as control variables as they are commonly used in Entrepreneurial Orientation research (Zahra and Garvis 2000; Antoncic and Hisrich 2004; Stam and Elfring 2008) since they can affect the resource base of the hotel as well as its behavior. Hotel managers were asked for the founding year of the firm to

calculate firm age and also to indicate the number of rooms where by less than 10 (very small), 11 -50 (medium), 51-100 (Large), above 100 (very large) (Kraus, 2012).

3.9 Data Preparation, Processing, Presentation and Analysis

3.9.1 Data Preparation

All that questionnaires were first numbered with identification numbers and source codes according to the hotels from which data was obtained. Then data collected was then converted into a machine-readable, numeric format, such as in a spreadsheet or a text file, so that they can be analyzed by computer programs like SPSS. This involved data coding, data entry, checking for missing data and data transformation.

3.9.2 Data Processing

Processing of data included coding the responses, cleaning, screening the data and selecting the appropriate data analysis strategy for testing the hypothesis. Coding involved assigning a numeric symbol to enable quick data entry and to minimize errors hence facilitate further analysis. Each item in the questionnaire was assigned a code that, upon completion was entered into a statistical analysis software package SPSS version 23. Cleaning and screening the data included checking for inconsistencies, missing responses, and other errors to ensure accuracy and completeness.

3.9.2.1 Data Coding

This is the process of converting data into numeric format. A codebook was created containing detailed description of each variable in the research study, items or measures for that variable, the numeric or text format of each item, the response scale for each item, that is; on a nominal, ordinal, interval, or ratio scale. For example, the 5-point Likert scale responses in the questionnaire for this study were coded into numeric

format as “1- strongly disagree”, “2 - disagree, “3- neutral”, “4 – agree”, “5-strongly agree”.

3.9.2.2 Data entry

Coded data was first entered in a Microsoft excel sheet before being transferred to SPSS. Each observation was entered as one row in the spreadsheet and each measurement item was represented as one column. During data entry, there was frequent check for accuracy by spot checks on a set of items or observations, during and after entry. Also while entering data; the coder looked out for obvious evidence of bad data, such as the respondent selecting the “strongly agree” response to all items irrespective of content, including reverse-coded items. Data with missing values and outliers were excluded from subsequent analysis.

3.9.2.3 Missing data

This study aimed to minimize missing data as much as possible by reviewing the collected questionnaires and contacting the respondents in whose questionnaires missing values were detected. However, four questionnaires still had missing values. Thus of the Two hundred and sixty (260) questionnaires the researcher received, only 256 questionnaires were retained for further analysis as four (4) incomplete questionnaires were removed from the final tally of the study due to non-response.

The default mode of handling missing values in most software programs is to simply drop the entire observation containing even a single missing value, in a technique known as list wise deletion. It works well when the data are missing completely at random (MCAR) (Nakai & Weiming, 2011). Other assumptions may be that data are missing at random (MAR) or data are not missing at random (NMAT). Complete case analysis as suggested by Baraldi and Enders (2010) for its simplicity and reasonability

to use when the number of discarded observations is relatively small when compared to the total.

3.9.2.4 Data transformation

It was necessary to transform data values before they can be meaningfully interpreted. For instance, reverse coded items, where items convey the opposite meaning of that of their underlying construct, were reversed before they were combined with items that are not reverse-coded. Also the items had to obtain scale measures from the Linkert scale by adding individual scale items, creating a weighted index from a set of observed measures, and collapsing multiple values into fewer categories or real variables.

3.9.3 Data Presentation

Data was presented using diagrammatically, textually, tabular, and graphically, since most data was obtained in a raw format and must be summarized, organized, and analyzed to usefully derive information. Furthermore, each data set was presented in a certain way depending on what it is to be used for. And because each data presentation method has its strengths and weaknesses, a combination of methods was adopted for this study.

3.9.4 Exploratory factor analysis

The study used the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test in determining the factors to be retained (Tabachnick and Fidell, 2013) following the principal components analysis (PCA) method. The KMO value measures the Kaiser criterion for retaining factors with Eigen values greater than 1 was applied as suggested by Tabachnick and Fidell (2013). Sampling adequacy and should be greater than 0.5 for satisfactory factor analysis (Kaiser, 1974).

Exploratory Factor analysis was utilized to compose the variables using valid items and examine the underlying patterns of relationships among the selected items. In this study factor loadings above 0.50 were retained while those with loading less than 0.5 were dropped (Hair *et al*., 2010).

3.9.5 Data analysis

Numeric data collected obtained was quantitatively analyzed using both descriptive analyses to statistically describe, aggregate, and present the constructs of interest or associations between these constructs and inferential analysis to test the hypotheses.

3.9.5.1 Descriptive analysis

Measures of Central tendency; mean, was be used to estimate of the centre of a distribution of values and standard deviation for the measure of the dispersion was used to estimate how tightly or how widely the values clustered around the mean. The mean and Standard deviation were obtained for all variables on items measuring the Perceived Non-Financial Hotel Performance (5 items), innovativeness (8 items), Pro-activeness (7 items), Risk Taking (6 items), Autonomy (7 Items), Competitive aggressiveness (6 Items) and TMT Shared responsibility (6 items) (Appendix 4)

3.9.5.2 Inferential analysis

Inferential statistics were used to generalize from a sample to a population (Zikmund *et al*., 2010) and is concerned with the cause-effect relationships between variables and uses various tests of significance for testing hypotheses, thus this study used correlation, hierarchical regression and moderation tests.

The study used the Pearson correlation which is the most commonly used measure for correlation (Johnston & Venderstoep, 2009). This measure provides that, the closer the correlation, r, is to +1.0 or -1.0, the greater the magnitude of relationship between two

variables. The Pearson's product moment correlation was therefore used to test the association between variables and was computed with the aid of the data analysis software, SPSS version 23, to generate a correlation matrix showing the relationships between Entrepreneurial orientation, Top management Team Shared Responsibility and perceived non-financial performance (Appendix 7)

The study hypotheses were tested using hierarchical regression analysis which is a powerful technique used for predicting the unknown value of a variable from the known value of two or more variables (Hair, *et al*., 2010). Hierarchical regression argues that theory should drive the statistical model and that the decision of what and when terms enter the regression model should be determined by theoretical concerns. This differs from the stepwise regression, which argues that the data can speak for themselves and allows the procedure to select predictor variables to enter the regression equation.

Further, this study adopted hierarchical regression which has the advantage of F-tests to control the inclusion of the variables such that each step comes closer to determining the true value of the contribution of each predictor (Komen, 2012). The appropriateness of the regression model as a whole was tested by the F-test in the ANOVA table where a significant F indicates a linear relationship between independent variable and the dependent variable and the regression model was interpreted by examining the coefficient of determination (R^2) which lies between 0 and 1 and the closer it is to 1, the better is the model and its prediction (Appendix 8)

3.9.5.3 Test for Moderation

The moderation effect was determined by finding out whether the nature of the relationship between the independent and the dependent variable changes as the values of the moderating variable change. This was done by including an interaction effect in

the model and checking to see if indeed such an interaction is significant and helps explain the variation in the response variable better than before. In addition, this was achieved by fitting a regression model predicting the outcome variable (hotel performance) from both the predictor variable (entrepreneurial orientation) and the moderator variable (Top management Team Shared responsibility). Both effects as well as the model in general should be significant (Appendix 8)

3.10 Assumptions of a Regression Model

Before regression analysis, the assumptions of regression model were tested. This is because, when assumptions are violated, the results may not be accurate, resulting in an error of type I or type II

3.10.1 Linearity

The first assumption of regression is that all independent variables should have a linear relationship with the dependent variable. In this study, linearity assumption was examined through the use of the general linear F-test basing on the F-statistic and its associated *P*-value and was also proved through Correlation analysis results.

3.10.2 Normality

Before proceeding with inferential statistics analyses it is also advisable to determine the normality of the data because normal data is an underlying assumption in parametric testing. Normality can be tested using visual inspection of data plots, skewness and kurtosis as well as p-p plots. Skew below ± 2.0 and kurtosis below ± 7.0, and if the observed values exceed these boundaries, then the assumption of normality is not met. Normality was tested using Histogram which showed the shape and spread of distributions of error terms to be normally distributed.

3.10.3 Homoscedasticity

Homoscedasticity means that the variance of errors is the same across all levels of the independent variable. When the variance of errors differs at different values of the independent variable, heteroscedasticity is indicated. This assumption was checked by the data plot of standardized residuals vs standardized predicted values observing for obvious signs of funneling and residuals. Osborne & Waters, (2002), states that residuals should lie between -2 and/or +2 points.

3.10.4 Multi-collinearity

Multi-collinearity occurs when the association between independent variables is so high that their individual prediction of the variation in the dependent variable is affected. Multi-collinearity in this study was tested using Tolerance and variance inflation factor (VIF) calculated using SPSS regression procedure as well as examination of correlation coefficient among variables. According to Garson (2012), if the tolerance value is less than cutoff value .20, the independent variable should be dropped from the analysis due to multi-collinearity, while VIF > 4.0 also indicates existence of multi-collinearity.

3.10.5 Auto correlation

The autocorrelation assumption was also tested to ensure data independence where it is assumed that the value of one observation does not affect the value of the other observations. Whereas, non-independent observations can cause statistical tests to give too many false positive predictions; hence errors are assumed to be independent. This assumption was tested by Durbin-Watson statistic which should lie between 1.5 and 2.5 for independent observations (Garson, 2012).

3.11 Model Specification

The hierarchical model (Hayes,2013) was adopted which shows regression equation for a model predicting y scores from the first-order effects of the independent variables and Moderator observed scores guided by four equations to be used in the hierarchical regression model:

Model 1 for control variables

$Y= \beta_0 + \beta_1 \text{Hotel size} + \beta_2 \text{ Hotel Age} + \varepsilon$

Model 2 for the direct effect

$Y= \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$

Model 3 for the direct effect plus the moderation

$Y= \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 M + \varepsilon$

Model 4 for moderating effect

$Y= \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 M + \beta_7 X_1 * M + \beta_8 X_2 * M + \beta_9 X_3 * M + \beta_{10} X_4 * M + \beta_{11} X_5 * M + \varepsilon$

Where: Y is the dependent variable (Hotel Performance)

β_0 is a constant

C is control variables (firm size and firm age)

ε is Error term (random variation due to other unmeasured factors)

X_1 is independent variable 1(Innovativeness)

X_2 is independent variable 2 (Pro-activeness)

X_3 is independent variable 3 (Risk taking)

X_4 is independent variable 4 (Autonomy)

$X_5$is independent variable 5 (Competitive-aggressiveness)

M is moderating variable (Top management team shared responsibility)

Table 3.5: Statistical tools for Hypothesis Testing

	Hypothesis	Test	Test statistics	Decision Point
H_{01}	Innovativeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	Direct	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{02}	Pro-activeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	Direct	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{03}	Risk-taking has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	Direct	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{04}	Autonomy has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	Direct	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{05}	Competitive-aggressiveness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	Direct	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{06}	Top Management Team Shared Responsibility has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	Direct	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{7a}	Top Management Team shared responsibility has no moderating effect on the relationship between Innovativeness and perceived non-financial performance of start-rated hotels in Uganda	Moderation	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{7b}	Top Management Team shared responsibility has no moderating effect on the relationship between Pro-activeness and perceived non-financial performance of start-rated hotels in Uganda	Moderation	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{7c}	Top Management Team shared responsibility has no moderating effect on the relationship between Risk-taking and perceived non-financial performance of start-rated hotels in Uganda perceived	Moderation	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{7d}	Top Management Team shared responsibility has no moderating effect on the relationship between Autonomy and perceived non-financial performance of start-rated hotels in Uganda	Moderation	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.
H_{7e}	Top Management Team shared responsibility has no moderating effect on the relationship between competitive-aggressiveness and perceived non-financial performance of start-rated hotels in Uganda	Moderation	β, p-V, F, ΔR2, t-value	Sign. at $p \leq .05$, Or $t \geq 1.96$.

Source: Researcher (2021)

3.12 Ethical Considerations

Before data collection, the researcher obtained clearance to carry out research from Moi University research committee which provided an introductory letter from the School of Business and Economics to the field. In addition, authorization to collect data was also obtained from the Uganda Hotel Owners 'Association (UHOA) which is the governing body for Star-rated hotels in Uganda (Appendix 9). The research was therefore conducted with authorization.

This study considered ethical conduct as a research requirement such as appropriate treatment of respondents with anonymity, privacy and confidentiality. The researcher sought informed consent from respondents by making them aware of the purpose of the study and in that regard obtained their email addresses that were used to collect data. Also given that information concerning performance is considered confidential by some business firms for fear of competitor schemes, the questionnaires were marked with codes only known to the researcher instead of hotel names.

Finally, respect and patience with the respondents was maintained in all aspects to ensure higher response rate. As an ethical measure, the researcher treated the respondents with courtesy to enhance the respondents' candid responses to the questions. The researcher also respected the participants' rights to refusal to take part in the research and maintained objectivity during data collection, analysis, and reporting stages.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

This chapter presents the analysis of data obtained in relation to the study variables and the model discussed in Chapter three. The chapter focuses on the analysis, interpretation, and discussion of the study findings which involves data processing, response rate, missing data, demographic characteristics for the respondents and then presentation of descriptive and inferential statistical results.

4.1 Data Preparation and Processing

Data preparation and processing comprised of organizing and summarizing of data to make it feasible for analysis. It also involved determination of the suitable methods for answering the research questions, implementation of the methods, evaluation, summary, and presentation of the results.

The process involved data coding into numeric format which involved assigning a numeric symbol to enable quick data entry and to minimize errors during the analysis. . Cleaning and screening the data for missing responses and other errors to ensure accuracy and completeness was carried out and then the selection of the appropriate data analysis methods to test the hypotheses was conducted.

4.2 Response Rate

The researcher first sent a short advance-notice email requesting sampled hotel managers to participate in the study accompanied by all the supporting documents to which some objected and opted for physical delivery of the questionnaires. The researcher selected four research assistants who were Masters' students and had ever

participated in data collection and then took them through data collection induction purposely for this specific study.

Data collection was carried out for a period of 6 weeks from April 13th to May 25th, 2021. Whereas Two hundred and sixty-five (265) questionnaires were distributed to the respondents, only two hundred and fifty-six (260) were retrieved. The study received a 98.1 percent response rate as a result of the interactive approach, with only five managers failing to participate.

4.3 Missing Data

Missing data is referred to as the data value that is not obtained for a variable in the observation of interest. This may arise due to several different reasons including refusal, attrition, measurement errors or simply ignorance about of the individual asked question but irrespective of the reason, missing data is a problem that has to be dealt with in all statistical areas (Allison, 2001).

The problem of missing data is relatively common in almost all research and can have a significant effect on the conclusions that can be drawn from the data (Kang, 2013).While several methods of handling missing values have been developed, the best possible method is to prevent the problem by well-planning the study and collecting the data carefully; for most of the part, the most common approach to the missing data is to simply leave out the cases with the missing data and analyze the remaining data (Smuk, 2015)

Accordingly, collection was limited to those who are participating in the study that is the hotel managers in an effort to reduce missing data as guided by Hyun (2013). Also, completed questionnaires were thoroughly checked to ensure they were completely answered and where incompleteness was noted, respondents were requested to revisit

the questionnaire with clear indication of the incomplete section. Descriptive statistics were used to check for missing values that could have incurred during data entry before proceeding to data analysis and the inconsistencies due to error were rectified.

Of the Two hundred and sixty (260) questionnaires the researcher received, only 256 questionnaires were retained for further analysis as four (4) incomplete questionnaires were removed from the final tally of the study due to non-response. Complete case (CC) analysis done by case wise deletion is the standard treatment of missing data in most statistical packages where observation that has a missing value for any variable is automatically discarded and only complete observations are analyzed.

4.4 Outliers

It was also paramount to check for any outliers in the data prior to further analysis since they can statistically skew the results leading to wrong inferences. Outliers are observations in the data that deviate substantially from the rest, which often cause major alterations in research outcomes and conclusions (Aguinis *et al*., 2013). Nine (9) cases of outliers were identified in this study through Mahalanobis distance with $p < .001$ and were deleted from the data set, hence reducing the final sample from Two Hundred and Fifty-Six (256) to Two Hundred and Forty-Seven 247.

Table 4.1: Questionnaires retained for analysis

Questionnaire Description	No. of Questionnaires	Percentage/%
Distributed	265	100%
Retrieved from data collection	260	98.1%
Retained after deletion of missing values	256	96.6%
Retained after deletion of outliers	247	93.2%

Source: Research data (2021)

4.5 Hotel attributes and Respondents' Demographic Characteristics

This section presents the Hotel attributes as well as the demographic characteristics of the sampled respondents that are relevant to the study. The information obtained guides further analysis of the specific research objectives and their findings using descriptive statistics, frequency tables and percentages. Further, the hotel attributes and respondents' demographic characteristics justify the interpretation of the findings. The questionnaire sought to find out Hotel age, Hotel star-rating, Hotel size and Respondent's department of responsibility as shown in Table 4.2

Table 4.2: Hotel and Respondents' Demographic Attributes (N= 247)

Demographic attributes		Frequency	Percentage (%)
Number of years the hotel has been operating (Hotel age)	Below 10 years	36	14.6
	10 - 20 years	152	61.5
	Over 20 years	59	23.9
	Total	**247**	**100.0**
Hotel star-rating	Two Star	90	36.4
	Three star	73	29.6
	Four star	64	25.9
	Five star	20	8.1
	Total	**247**	**100.0**
Number of rooms (Hotel Size)	Less than 21	18	7.3
	21 - 40	109	44.1
	41 - 50	47	19.0
	Over 50	73	29.6
	Total	**247**	**100.0**
Manager's age group	21-30	52	21.1
	31-40	157	63.6
	41-50	37	15.0
	Over 50	1	4
	Total	**247**	**100.0**
Gender	Male	155	62.8
	Female	92	37.2
		247	**100.0**
Highest Education Level	Diploma	59	23.9
	Degree	98	39.7
	Post Graduate	60	24.3
	Others	30	12.1
	Total	**247**	**100.0**
Tenure	Less than 3years	68	27.5
	4-6 years	138	55.9
	7-8 years	31	12.6
	More than 10	10	4.0
	Total	**247**	**100.0**
Department of responsibility	General management	49	19.8
	Front office	53	21.5
	Kitchen	48	19.4
	House keeping	48	19.4
	Food & Beverage	49	19.8
	Total	**247**	**100.0**

Source: Research data (2021)

4.5.1 Hotel Age

The hotel age is determined by the number of years for which the hotel has been in operation in and according to the distribution, majority of the respondents' hotels have operated for 10-20 years with61.5% (n= 152),followed by over 20 years with 23.9% (n=59) and the least being hotels that have operated for Below 10 years with 14.6% (n=36). Findings show that most star rated hotels have operated for at least 10 years in Uganda

4.5.2 Hotel Star -rating

According to the distribution, majority of the respondents' hotels are of Two Star-rating with36.4% (n= 90), followed by Three Star-Rating with 29.6% (n=73), followed by Four Star-Rating with 25.9% (n=64), and the least being Five Star- hotels with 8.1% (n=20). Findings show that most of star-rated hotels in Uganda have low ratings according to the Uganda Tourism Board Ratings.

4.5.3 Hotel Size

The hotel size is determined by the number of rooms a hotel possesses and according to the distribution, majority of the respondents' hotels have 21 – 40 rooms with 44.1% (n= 109), followed by over 50 rooms with 29.6% (n=73), followed by 41-50 rooms with 19.0%(n=47) and the least being hotels that have less than 21 rooms with 7.3% (n=18). Findings show that most star rated hotels in Uganda fall in categories of medium and large. According to categorization by Kraus, (2012); less than 10 (very small), 11 -50 (medium), 51-100 (Large), above 100 (very large)

4.5.4 Manager's age group

The findings of this study indicate that majority of the respondents were those whose age ranges from 31-40, (n=157) with a (63.6%) which was followed by those aged between 21-

30 years with a 21.1 %, (n=52). The other age group were those of ages 41-50 representing 15.0% (n=37), then those aged over 50 (n=1, 4%) were the least in this study. This implies that most of the respondents in this study are aged between 31-34 representing 63.6 %, (n=157). There is representation of different age groups among the composition of top management which is essential in the context of the present study.

4.5.5 Gender

The gender distribution of respondents shows that majority were male with a 62.8%, (n= 155), while female was represented by 37.2%, (n= 92). These findings show gender sensitivity there a good number of respondents from both genders involved in the study.

4.5.6 Highest Level of Education

The findings further revealed that majority of the respondents, 98 (39.7%) were degree holders while 60 (24.3%) had attained post graduate qualifications, followed by Diploma holders who were 59(23.9%) and the rest (others) who didn't fall in the specified education levels were 30 (12.1%). Findings show that majority of the managers had attained some level education.

4.5.7 Tenure

The findings further indicate that majority of the respondents had worked in the hotel for 4-6 years, (n=138) with a (55.9%), which was followed by those who had worked for less than 3 years with a 27.5 %, (n=68). Those who had worked for 7-8years were 31 (12.6%), while those who had worked for more than 8 years were represented by n=10 (4%) were the least in this study. This implies that most of the respondents in this study had worked for between 4 and 6 years.

4.5.8 Department of responsibility

According to the distribution, majority of the respondents were Front office managers with 21.5% (n= 53), followed by General Managers and Food & Beverage managers both with 19.8% (n=49) and lastly Kitchen managers and Housekeeping managers both with 19.4.6% (n=48).

4.6 Descriptive Statistics

Descriptive statistics which include the mean and Standard deviation were obtained for all variables on items measuring the Perceived Non-Financial Hotel Performance (5 items), innovativeness (8 items), Pro-activeness (7 items), Risk Taking (6 items), Autonomy (7 Items), Competitive aggressiveness (6 Items) and TMT Shared responsibility (6 items)

4.6.1 Descriptive Statistics for Perceived Non-Financial Hotel Performance

Perceived Non-Financial Hotel Performance which is the dependent variable in this study was measured on a five-point Linkert scale using five (5) items. Results of the analysis indicated in Table 4.3 show that, most respondents agreed that their hotel continuously aims to maintain or improve its star-rating as this item had the highest mean of 4.2510 with a standard deviation of .63258. Star-rating represents the hotels' quality of the accommodation and service which in turn when improved should determine better performance.

Customers' appreciation of the services offered by hotel employees also seem to greatly influence the perceived Non-Financial Hotel Performance as this item scored a mean of 4.2429and a standard deviation of .68499. The hotel guests' enjoyment of relaxation, exercise, and refreshment also scored a mean of 4.247 with a standard deviation of

0.68650 which is not far from previous items' scores showing it also a sound determinant of non-financial hotel performance.

Meeting Customer requirements on time scored lower than the previous items with a mean score of 4.2227 and standard deviation of .71213 and finally the item "We have standard design- facilities, renovations and maintenance systems in place" scored the least with a mean of 4.0607 and standard deviation of .65048. Star-rated hotels therefore need to invest resources in maintain or improving their star-rating as a major component of non-financial performance indicators.

Table 4.3: Mean and Standard Deviation for Perceived Non-Financial Hotel Performance

Items for Non-Financial Hotel Performance	N	Min.	Max.	Mean	Std. Dev
Our hotel continuously aims to maintain /improve its star-rating	247	2.00	5.00	4.2510	.63258
Our hotel guests enjoy relaxation, exercise, and refreshment.	247	1.00	5.00	4.2470	.68650
Customers like the services offered to them by our employees	247	1.00	5.00	4.2429	.68499
Customer requirements are met on time	247	1.00	5.00	4.2227	.71213
We have standard design- facilities, renovations and maintenance systems in place	247	1.00	5.00	4.0607	.65048

Source: Research data (2021)

4.6.2 Descriptive Statistics for Innovativeness

Innovativeness is one of the five dimensions of Entrepreneurial orientation adopted in this study as an independent variable measured on a five point –Linkert scale using the eight retained items. Table 4.4 indicates that majority of the respondents agreed to the same opinion that their hotels attached great importance to research and development activities as supported by the highest mean score of 4.0607 and standard deviation of. 846063.Research and development provides businesses knowledge that enables

improvements to existing processes development of new products and services to allow it to survive and thrive in competitive markets like the hospitality sector.

Furthermore, descriptive statistics reveal that also majority of managers agreed to three items that scored close mean and standard deviation scores; "When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies" with a mean score of 3.9838 and standard deviation of .62448, "We emphasize pursuing knowledge that fits a changing environment" with a mean score of 3.9757 and standard deviation .68031, "When drawing up strategies, our hotel easily responds to changes in the environment" with a mean score of 3.9028 and standard deviation of .70902. All the three items emphasize response to the changing environment and new services which are crucial for business in an ever changing hospitality industry.

Findings also show that a good number of respondents also agreed that at their hotels employees are rewarded for new ideas as this item scored a mean of 3.8947and a standard deviation of .89093. Also a still good number of respondents shared the same opinion that their hotels hotel usually makes significant changes in products/services as this item scored a mean of 3.8907and standard deviation of .66274.

Furthermore, the descriptive statistics revealed that some of respondents also agreed to the item "In the past one year my department has adopted new services, technologies and processes" which scored a mean of 3.8462 and standard deviation of .76550. Finally, the item "Our hotel eliminates products or services in later stages of their life cycle" scored a mean of 3.6397and .77808. It is thus imperative that Star rated-hotels invest resources in research and development of their products, services and processes.

Table 4.4: Mean and Standard Deviation for Innovativeness

Items for Innovativeness	N	Min.	Max.	Mean	Std. Dev
Our hotel, attaches great importance to research and development activities	247	1.00	5.00	4.0607	.84606
When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies	247	2.00	5.00	3.9838	.62448
We emphasize pursuing knowledge that fits a changing environment.	247	1.00	5.00	3.9757	.68031
When drawing up strategies, our hotel easily responds changes in the environment.	247	2.00	5.00	3.9028	.70902
Employees are rewarded for new ideas	247	1.00	5.00	3.8947	.89093
Our hotel usually makes significant changes in products/services	247	2.00	5.00	3.8907	.66274
In the past one year my department has adopted new services, technologies and processes	247	1.00	5.00	3.8462	.76550
Our hotel eliminates products or services in later stages of their life cycle.	247	1.00	5.00	3.6397	.77808

Source: Research data (2021)

4.6.3 Descriptive Statistics for Pro-activeness

Pro-activeness also one of the five dimensions of Entrepreneurial orientation adopted in this study as an independent variable measured on a five point –Linkert scale using the seven items. Table 4.5 indicates that majority of the respondents had the same opinion that their hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas as supported by the highest mean score of 3.9028 and standard deviation of .64287 of which literature supports as the source of competitive advantage.

In addition, descriptive statistics reveal that majority of managers agree that their hotels constantly seek new opportunities related to the present operations as this item scored a slightly lower mean of 3.8381and a standard deviation of. 80527. The descriptive statistics also reveal several respondents are of the same opinion that their hotels usually

avoid confrontation with other hotels as this item scored a mean of 3.7449 and a standard deviation of .70691.

Findings also show that a good number of respondents also agreed that their hotels are often the first to introduce new products, services, management and techniques before the rest of the competitors as this item scored a mean of 3.7085 and a standard deviation of .74083. Also a still good number of respondents shared the same opinion that their hotels normally start the actions that competitors respond as this item scored a mean of 3.6721 and standard deviation of.70549. Furthermore, the descriptive statistics revealed that some of respondents also agreed to the item "Our hotel is always the first to introduce new ideas before other hotels" which scored a mean of 3.5182 and standard deviation of .88728.

Finally, the item "Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions." scored a mean of 3.3887and .80317. Star rated-hotels need to invest resources in market research so as to be able to identify the hospitality customers' ever changing needs and then introduce such new products and services ahead of their competitors.

Table 4.5: Mean and Standard Deviation for Pro-activeness

Items for Pro-activeness	N	Min.	Max.	Mean	Std. Dev
In general, our hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas	247	1.00	5.00	3.9028	.64287
Our hotel constantly seeks new opportunities related to its present operations.	247	1.00	5.00	3.8381	.80527
Our hotel usually avoids confrontation with other hotels.	247	1.00	5.00	3.7449	.70691
Our hotel is often the first to introduce new products, services, management and techniques before the rest of the competitors	247	1.00	5.00	3.7085	.74083
In its relations with the competition, it is our hotel which normally starts the actions that its competitors respond to	247	1.00	5.00	3.6721	.70549
Our hotel is always the first to introduce new ideas before other hotels.	247	1.00	5.00	3.5182	.88728
Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions.	247	1.00	5.00	3.3887	.80317

Source: Research data (2021)

4.6.4 Descriptive Statistics for Risk taking

Table 4.6 indicates the results of descriptive statistics for Risk Taking which is also a dimension of Entrepreneurial orientation that was adopted as an independent variable in this study. Six items of this variable were used for its measurement using five point Likert scale. The descriptive statistics reveal that statistics indicates that majority of the respondents agree that their hotel has a strong liking for uncertain projects with chances of very high returns, as this item scored the highest mean 3.9960 and a standard deviation of .69550

Managers also agree that when confronted with decision-making situations involving uncertainty, their hotels typically adopt a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities, as this item scored a mean of

3.9636 with a standard deviation of .71190**.** Also, respondents largely believe that in general, due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims as the item had a mean of 3.8988and a standard deviation of .54276.

The findings further show that the items “When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision”, scored a mean of 3.8907 with a standard deviation .63773 while “Because of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources” with mean score of 3.8016 and standard deviation of .60914.

Finally, also some respondents had the same opinion that when their hotels face situations in which they have to make decisions which involve uncertainty, they tend to easily adopt and this item scored a mean of 3.3401 and a standard deviation of .90489. Based on the descriptive statistics, star-rated hotels need to calculated risks which could give them competitive edge over their competitors and enhance performance.

Table 4.6: Mean and Standard Deviation for Risk taking

Items for risk taking	N	Min.	Max.	Mean	Std. Dev
Our hotel has a strong liking for uncertain projects with chances of very high returns.	247	1.00	5.00	3.9960	.69550
When confronted with decision-making situations involving uncertainty, our hotel typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	247	1.00	5.00	3.9636	.71190
In our hotel we believe that in general that, due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims	247	1.00	5.00	3.8988	.54276
When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision.	247	1.00	5.00	3.8907	.63773
Because of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources.	247	1.00	5.00	3.8016	.60914
When our hotel faces situations in which they have to make decisions which involve uncertainty, they tend to easily adopt	247	1.00	5.00	3.3401	.90489

Source: Research data (2021)

4.6.5 Descriptive Statistics for Autonomy

Seven items were used to measure autonomy on a five point Likert scale, and the results in Table 4.7, from the first three items in order of mean scores show that majority of the managers share a common opinion of supporting involvement of employees in running the business**.** Item ‘Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks” scored the highest mean of 3.8623 and standard deviation of .63540, Item “As a manager, I support the independent actions of an individual or a team under my supervision to bring forth an idea or a vision and carry it through to completion” with a mean score of 3.8178 and

standard deviation of .70076, and then item "As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue "with a mean score3.7490 and standard deviation of .65157.

The descriptive statistics further reveal that from the next three items in order of mean scores, majority of the managers agree to employees being allowed to make some business decisions. Item "Employees are given authority and responsibility to act alone if they think it to be in the best interests of the hotel" with a mean score of 3.4453 and standard deviation of .88118, item

"Employees are free to communicate without interference" with a mean score of 3.3725 and standard deviation of 1.00352, then Item "Our hotel gives employees freedom and independence to decide on their own how to go about doing their work" score a mean of 3.3441 and standard deviation of .91897. The findings reveal that employees' potential to fundamentally contribute to the business growth is also determined by their ability to make decisions. Autonomy is important for firm to utilise existing strengths, identify new opportunities and develop improved business practices (Lumpkin, Cogliser & Schneider, 2009)

Finally, several managers agree to giving employees access to vital information as the item scored a mean of 3.0364 and standard deviation of .96414. Based on the above findings, star-rated hotels need to find strategies of involving employees in business planning for effective execution.

Table 4.7: Mean and Standard Deviation for Autonomy

Items for Autonomy	N	Min.	Max.	Mean	SD
Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks	247	1.00	5.00	3.8623	.63540
As a manager, I support the independent actions of an individual or a team under my supervision to bring forth an idea or a vision and carry it through to completion	247	1.00	5.00	3.8178	.70076
As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue	247	1.00	5.00	3.7490	.65157
Employees are given authority and responsibility to act alone if they think it to be in the best interests of the hotel	247	1.00	5.00	3.4453	.88118
Employees are free to communicate without interference	247	1.00	5.00	3.3725	1.00352
Our hotel gives employees freedom and independence to decide on their own how to go about doing their work	247	1.00	5.00	3.3441	.91897
Our hotel gives employees access to all vital information	247	1.00	5.00	3.0364	.96414

Source: Research data (2021)

4.6.6 Descriptive Statistics for Competitive aggressiveness

The results of descriptive statistics for competitive aggressiveness' six items measured using five point Likert scale as shown in Table 4.8. The statistics indicate that majority of the respondents agree that their hotels initiate actions in order to capture market opportunities with the highest mean score of 4.1053 and standard deviation of .62229. This item is closely followed by item "When competitors attack, our hotel responds very fast" as this item scored mean of 4.0040 and a standard deviation of. 65331. Respondents also agreed that their hotels respond faster to rivals' challenges as this item scored a mean of 3.9514 with a standard deviation of .88671

The findings also indicate that items "Our hotel conducts long duration of competitive moves" with mean score 3.8745 and standard deviation of .43761 and "Our hotel carries out competitive attacks with a broad range of types of competitive actions" with a mean score of 3.8623 and standard deviation of .74714, "In our hotel, we try to undo the competition as best as we can" with a mean score of 3.7126 and standard deviation of .68251. Based on the descriptive statistics, star rated hotels should constantly scan their rivals for competitive action hence increased propensity to directly challenge competitors.

Table 4.8: Mean and Standard Deviation for Competitive aggressiveness

Items for competitive aggressiveness	N	Min.	Max.	Mean	Std. Dev
Our hotel initiates actions in order to capture market opportunities	247	2.00	5.00	4.1053	.62229
When competitors attack, our hotel responds very fast	247	1.00	5.00	4.0040	.65331
Our hotel responds faster to rivals' challenges	247	1.00	6.00	3.9514	.88671
Our hotel conducts long duration of competitive moves	247	2.00	5.00	3.8745	.43761
Our hotel carries out competitive attacks with a broad range of types of competitive actions	247	1.00	5.00	3.8623	.74714
In our hotel, we try to undo the competition as best as we can	247	1.00	5.00	3.7126	.68251

Source: Research data (2021)

4.6.7 Descriptive Statistics for Top Management Team Shared Responsibility

Top Management Team Shared Responsibility which was adopted as a moderator in this study was measured using six items on a five point- Likert scale. Table 4.9 shows the descriptive statistics and indicates that that first three items regarding the General managers' involvement of Top Management Team Members in decisions regarding "Entry into new market segments" with a mean score of 4.0567 and standard deviation

of .81949, “Hiring midlevel management personnel” with a mean score of 4.0081 and standard deviation of .68070 and “changing policies that affect a portion of the firm” with a mean score of 3.9879 standard deviation of .68362.This implies that managers view their involvement in decision making as an indicator of sharing responsibility which should be practiced especially decision regarding entry into new markets which scored the highest mean.

The rest of the items were concerned with how Top Management team members coordinate among themselves as individuals and the departments Individual departments where the items obtained different but close scores; Item “Individual departments are evaluated on their joint performance instead of separate departmental performance” scored a mean of 3.9595 and standard deviation of .48387, while Item “Team members discuss their expectations of each other” scored a mean of 3.8907 and standard deviation of .68683 while Item “Our senior management promotes cross-departmental team cohesion over separate departmental loyalty” scored a mean of 3.8583 and standard deviation of.74909.

Table 4.9: Mean and Standard Deviation for TMT Shared Responsibility

Items for TMT Shared Responsibility	N	Min.	Max.	Mean	Std. Deviation
Entry into new market segments	247	1.00	5.00	4.0567	.81949
Hiring midlevel management personnel	247	1.00	5.00	4.0081	.68070
Changing policies that affect a portion of the firm	247	2.00	5.00	3.9879	.68362
Individual departments are evaluated on their joint performance instead of separate departmental perform.	247	2.00	5.00	3.9595	.48387
Discuss their expectations of each other	247	1.00	5.00	3.8907	.68683
Our senior management promotes cross-departmental team cohesion over separate departmental loyalty.	247	1.00	5.00	3.8583	.74909

Source: Research data (2021)

4.7 Factor Analysis

The measurement items were tested for construct validity through factor analysis so that the most effective number of items truly measure the constructs were retained (Hair, Black, Babin & Anderson, 2010). Exploratory Factor analysis was utilized to compose the variables using valid items and examine the underlying patterns of relationships among the selected items. Prior to performing factor analysis, the suitability of the data was assessed through Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) and Bartlett's Test of Sphericity. In this study as illustrated in factor analysis tables, factor loadings above 0.50 were retained while those with loading less than 0.5 were dropped (Hair *et al*., 2010).

4.7.1 Factor analysis for Perceived Non-Financial Hotel Performance

Five items of Perceived Hotel performance were examined by principal components extraction with Varimax- rotation. Table 4.10 reveals that the KMO measure of sample adequacy was 0.756. Bartlett's test of Sphericity was significant 185.311, df = 55 which had a significant Chi-square at p = 0 .000. Table 4.9 shows the results of the factor loading for each of the 5 items that measured this dependent variable. The results show that all the five (5) items loaded on to one component showing eigenvalue of 2.253, explaining a percentage variance of 45.069% in perceived non-financial performance.

Table 4.10: Factor analysis for Perceived Non-Financial Hotel Performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				0.756
Bartlett's Test of Sphericity	Chi-Square			185.311
	df			10.000
	Significance			.000
Items of Hotel perceived performance (n = 247)		Factor Loading	Eigen Values	% Variance
1 Component- Perceived hotel performance		1	2.253	45.069
Customers like the services offered to them by our employees		.736		
Our hotel continuously aims to maintain or improve its star-rating		.700		
We have standard design- facilities, renovations and maintenance systems in place		.552		
Our hotel guests enjoy relaxation, exercise, and refreshment.		.609		
Customer requirements are met on time		.740		

Source: Research Data (2021)

4.7.2 Factor analysis for Innovativeness

Eight (8) items of innovativeness were again examined by principal components extraction with varimax rotation. The KMO measure of sample adequacy was .686

above the recommended 0.5. Findings shows Bartlett's test for Sphericity was significant with a significant Chi-square of 250.466, df=28 and *p*= .000. The results as indicated in Table 4.11 reveals that one item; "When drawing up strategies, our hotel easily responds to changes in the environment" was dropped due to cross loading on both components two (2) and component three (3).

The factor loadings of the remaining seven (7) items loaded into three (3) components: Three items; "Our hotel, attaches great importance to research and development activities when drawing up strategies", "our hotel puts an emphasis on coming up with new services, processes and/or technologies", "In the past one year my department has adopted new services, technologies and processes" loaded on component 1(Organisational creativity) having eigenvalue 2.377and explaining a percentage variance of 29.711%.

Two items; “We emphasize pursuing knowledge that fits a changing environment”, “When drawing up strategies, our hotel easily responds changes in the environment” also loaded on component 2 (future orientation) which had eigenvalue of 1.276 and a percentage variance of 15.954%. While the remaining three items; “Our hotel usually makes significant changes in products/services”, “Employees are rewarded for new ideas”, “Our hotel eliminates products/services in later stages of their life cycle” loaded on component 3 (Open mindedness to new ideas) with eigenvalue 1.049 and percentage variance of 13.108%. Results indicate that more than 58% of total variance in innovativeness is explained by the 8 items that loaded on the three components.

Table 4.11: Factor analysis for Innovativeness

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				.686
Bartlett's Test of Sphericity	Chi-Square			50.466
	df			28
	Significance			.000
Items of Innovativeness (n = 247)		Eigen Values	% Variance	Cumulative %
Component 1-Organisational creativity		2.377	29.711	29.711
Component 2-Future Orientation		1.276	15.954	45.664
Component 3-Open-mindedness to new ideas		1.049	13.108	58.772
Items and their Factor Loadings		Comp. 1	Comp. 2	Comp. 3
Our hotel, attaches great importance to research and development activities		.800		
When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies		.762		
In the past one year my department has adopted new services, technologies and processes		.560		
We emphasize pursuing knowledge that fits a changing environment.			.809	
When drawing up strategies, our hotel easily responds changes in the environment.			.512	.557
Our hotel usually makes significant changes in products/services				.837
Employees are rewarded for new ideas			.778	
Our hotel eliminates products/services in later stages of their life cycle.				.590

Source: Research Data (2021)

4.7.3 Factor analysis for Pro-activeness

Seven (7) items of pro-activeness examined by principal components extraction with varimax rotation and results showed that the KMO measure of sample adequacy was .658 above the recommended 0.5. While Bartlett's test for Sphericity was significant with a significant Chi-square of (x2=153.212, p = 0.000 with df = 21). Table 4.12 shows that the seven (7) items measuring pro-activeness loaded on to three (3) components; Product offer expansion, Investment continuation and Quality management due to the multi dimensionality of the construct.

Three items; "Our hotel is always the first to introduce new ideas before other hotels", "Our hotel constantly seeks new opportunities related to its present operations.", "Our hotel usually avoids confrontation with other hotels." all loaded component 1(Product offer expansion) with eigenvalue 2.040 and percentage variance of 29.139%. While only one item; "Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions.", "loaded on component 2 (Investment continuation) obtaining an eigenvalue of 1.163 and percentage variance of 16.614%.

The other three items; "In its relations with the competition, it is our hotel which normally starts the actions that its competitors respond to", "Our hotel is often the first to introduce new products, services, management and techniques before the rest of the competitors", "In general, our hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas" loaded on component 3 (Quality management) with eigenvalue of 1.039 and percentage variance of 14.846%. Results show that the three components account for more than 60% of the variance in pro-activeness shared by the seven (7) items.

Table 4.12: Factor analysis for Pro-activeness

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				.658
Bartlett's Test of Sphericity	Chi-Square			153.212
	df			21
	Significance			.000
Items of Pro-activeness (n = 247)		Eigen Values	% Variance	Cumulative %
Component 1-Product offer expansion		2.040	29.139	29.139
Component 2- Investment continuation		1.163	16.614	45.753
Component 3- Quality Management		1.039	14.846	60.599
Items and their Factor Loadings		Comp. 1	Comp.2	Comp. 3
Our hotel is always the first to introduce new ideas before other hotels.		.796		
Our hotel constantly seeks new opportunities related to its present operations.		.773		
Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions.				.951
Our hotel usually avoids confrontation with other hotels.		.605		
In its relations with the competition, it is our hotel which normally starts the actions that its competitors respond to			.688	
Our hotel is often the first to introduce new products, services, management and techniques before the rest of the competitors			.676	
In general, our hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas			.763	

Source: Research Data (2021)

4.7.4 Factor analysis for Risk Taking

Six items of Risk-taking were also examined by principal components extraction with varimax rotation. The KMO measure of sample adequacy was 0.571. Bartlett's test of Sphericity was significant 77.175, df = 15 which had a significant Chi-square at $p = 0$ .000. Table 4.13 shows the results of the factor loading for each of the 6 items that measured risk-taking where all the six (6) items were clustered into three components.

Component 1 (Fearless and aggressive) showed eigenvalue of 1.612, explaining a percentage variance of 26.861 % with loading of three items; "In our hotel we believe that in general due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims", "When confronted with decision-making situations involving uncertainty, our hotel typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.", "Because

of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources".

Component 2 (High risk projects) had an eigenvalue of 1.183 which explained 19.710% of the variance with loading of two items; "Our hotel has a strong liking for uncertain projects with chances of very high returns", "When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision". While component 3 (Fearless and powerful) showed an eigenvalue of 1.069, explaining a percentage variance of 17.816 with a loading of one item; "When our hotel faces situations in which they have to make decisions which involve uncertainty, they tend to easily adopt.". Results shows that the three components account for 64.386% of the variance in risk-taking shared by the 6 items.

Table 4.13: Factor analysis for Risk Taking

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.571		
Bartlett's Test of Sphericity	Chi-Square	77.175		
	df	15		
	Significance	.000		
Items of Risk Taking (n = 247)		Eigen Values	% Variance	Cumul-ative %
Component 1- Fearless and aggressive		1.612	26.861	26.861
Component 2-High risk projects		1.183	19.710	46.570
Component 3- Fearless and powerful		1.069	17.816	64.386
Items and their Factor Loadings		Comp. 1	Comp.2	Comp.3
In our hotel we believe that in general due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims		.656		
Our hotel has a strong liking for uncertain projects with chances of very high returns.			.742	
When confronted with decision-making situations involving uncertainty, our hotel typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.		.750		
When our hotel faces situations in which they have to make decisions which involve uncertainty, they tend to easily adopt				.939
Because of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources.		.722		
When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision.			.804	

Source: Research Data (2021)

4.7.5 Factor analysis for Autonomy

Six (6) items of Autonomy were examined by principal components extraction with Varimax- rotation. Table 4.14 shows that the KMO measure of sample adequacy was .719. Bartlett's test of Sphericity was significant (x2=307.441, p = 0.000 with df = 15. Table 4.13 further shows that The six (6) items measuring autonomy loaded on to two (2) components; (Employee engagement, Employee decision making) due to the multi dimensionality of the construct.

Four items; "Our hotel gives employees freedom and independence to decide on their own how to go about doing their work", "Our hotel gives employees access to all vital information", "Employees are given authority and responsibility to act alone if they

think it to be in the best interests of the hotel", "Employees are free to communicate without interference also loaded on component" loaded on to component 1 (Employee engagement) with eigenvalue of 2.506 and percentage variance of 41.768%.

The other two items; "Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks", "As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue" loaded on component 2 (Employee Decision with eigenvalue of 1.101and percentage variance of 18.351 %. The six (6) items therefore that loaded on the two (2) components explained more than 60 % of total variance in Autonomy.

Table 4.14: Factor analysis for Autonomy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.719		
Bartlett's Test of Sphericity	Chi-Square	307.441		
	df	15		
	Significance	.000		
Items of Autonomy (n = 247)		Eigen Values	% Variance	Cumulative %
Component 1- Employee engagement		2.506	41.768	41.768
Component 2- Employee decision making		1.101	18.351	60.120
Items and their Factor Loadings			Comp.2	Comp.3
Our hotel gives employees freedom and independence to decide on their own how to go about doing their work			.820	
Our hotel gives employees access to all vital information			.756	
Employees are given authority and responsibility to act alone if they think it to be in the best interests of the hotel			.719	
Employees are free to communicate without interference			.792	
Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks				.797
As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue				.695

Source: Research Data (2021)

4.7.6 Factor analysis for Competitive aggressiveness

Six (6) items of competitive aggressiveness examined by principal components extraction with varimax rotation and results showed that the KMO measure of sample adequacy was .619 above the recommended 0.5 (Fisher, 2005), while Bartlett's test for

Sphericity was significant with a significant Chi-square of (x2=161.534, p = .000 with df = 15).Table 4.15 shows that the six (6) items measuring competitive aggressiveness loaded on to two (2) components; (competitive volume , competitive complexity) due to the multi dimensionality of the construct (Hughes-Morgan, Kolev & Mcnamara, 2018) as indicated in Table 4.14.

Three items; "Our hotel responds faster to rivals' challenges", "Our hotel initiates actions in order to capture market opportunities", "When competitors attack, our hotel responds very fast" loaded on to component 1 (Competitive volume) with eigenvalue of 1.972 and percentage variance of 32.868%. The other three items; "In our hotel, we try to undo the competition as best as we can", "Our hotel conducts long duration of competitive moves", "Our hotel carries out competitive attacks with a broad range of types of competitive actions" loaded on component 2 (Competitive complexity) with eigenvalue of 1.223 and percentage variance of 20.378%. The six (6) items that, loaded on the two (2) components explain more than 53 % of total variance in Competitive aggressiveness.

Table 4.15: Factor analysis for Competitive Aggressiveness

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.619		
Bartlett's Test of Sphericity	Chi-Square	161.534		
	df	15		
	Significance	.000		
Items of Competitive Aggressiveness (n = 247)		Eigen Values	% Variance	Cumulative %
Component 1- Competitive volume		1.972	32.868	32.868
Component 2- Competitive complexity		1.223	20.378	53.245
Items and their Factor Loadings			Comp.1	Comp.2
Our hotel responds faster to rivals' challenges			.761	
In our hotel, we try to undo the competition as best as we can				.556
Our hotel initiates actions in order to capture market opportunities			.768	
When competitors attack, our hotel responds very fast			.599	
Our hotel conducts long duration of competitive moves				.793
Our hotel carries out competitive attacks with a broad range of types of competitive actions				.713

Source: Research Data (2021)

4.7.7 Factor analysis for Top Management Team Shared Responsibility

Six (6) items of Top Management Team Shared Responsibility were again examined by principal components extraction with varimax rotation. The KMO measure of sample adequacy was .675 above the recommended 0.5. Findings shows Bartlett's test for Sphericity was significant with a significant Chi-square of 192.296, df=15 and p= .000. The results as indicated in Table 4.16 reveals The factor loadings of the six (6) items loaded into two (2) components: (CEO coordination with TMT members and Coordination among TMT members) due to the multi dimensionality of the construct (Granero, Fernandez-Mesa, Jansen & Jurado,2017).

Three items; "Entry into new market segments", "Changing policies that affect a portion of the firm", "Hiring midlevel management personnel" loaded on to component 1 (CEO coordination with TMT members) with eigenvalue 2.169 and percentage variance of 36.152%. Also,the other three items; "Discuss their expectations of each other", "Individual departments are evaluated on their joint performance instead of separate departmental performance", "Our senior management promotes cross-departmental team cohesion over separate departmental loyalty" loaded on component 2 (Coordination among TMT members) with eigenvalue of 1.177 and percentage variance of 19.615%. The six (6) items that, loaded on the two (2) components explain more than 55 % of total variance in Top Management Team Shared Responsibility.

Table 4.16: Factor analysis for Top Management Team Shared Responsibility

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.675		
Bartlett's Test of Sphericity	Chi-Square	192.296		
	df	15		
	Significance	.000		
Items of Top Management Team Shared Responsibility (n = 247)		Eigen Values	% Variance	Cumulative %
Component 1-CEO coordination with TMT members)		2.169	36.152	36.152
Component 2- Coordination among TMT members		1.177	19.615	55.767
Items and their Factor Loadings			Comp.1	Comp.2
Entry into new market segments			.707	
Changing policies that affect a portion of the firm			.856	
Hiring midlevel management personnel			.662	
Discuss their expectations of each other				.635
Individual departments are evaluated on their joint performance instead of separate departmental performance.				.692
Our senior management promotes cross-departmental team cohesion over separate departmental loyalty.				.770

Source: Research Data (2021)

4.8 Reliability Test of the Research Instruments

Reliability determines the extent to which a measurement of a variable provides stable and consistent results. Much as this study adopted measures that were previously used in past studies and pilot study, there was need to test the reliability of the instrument as it had been slightly adjusted to fit the context of interest in the study. In this study any items that had low correlations (< 0.5) were removed from the instrument to make it more reliable basing on the Cronbach's alpha which is the most commonly used internal consistency measure and considered appropriate when Linkert scales have been used (Taber,2018).

Alpha co-efficient > 0.5 was considered acceptable given the reduced number of items as supported by the works of Griethuijsen et al. (2014). Besides studies have shown that there is no threshold of acceptability for alpha values, since the thumb of rule ($\alpha > 0.7$) does not imply that lower values of alpha should be taken as indicating an unsatisfactory instrument. Taber (2018) indicates some of the authors describe the Cronbach alpha values obtained in their studies; Adequate (0.64–0.85), moderate (0.61–0.65),

satisfactory (0.58–0.97), acceptable (0.45–0.98), sufficient (0.45–0.96), not satisfactory (0.4–0.55) and low (0.11). And further Taber, (2018) argues that the Cronbach alpha tends to increase with the size of the instrument in terms of items number of items measuring a particular construct but goes further to explain that this does not make sense if the added items have the same meaning rather to have few items that are well interpreted.

Table 4.17 shows the summary of reliability test results for all the study variables, their respective Cronbach Alpha scores upon which the decision to retain the number of items for the final analysis shown was made. **Appendix 6** shows the full list of items in the final version of the reliability test output.

Table 4.17: Reliability Results

Variable	Cronbach's Alpha	Cronbach's Alpha standardized items	No. of items
Hotel Performance	.691	.690	5
Innovation	.656	.655	8
Proactive	.608	.609	6
Risk taking	.528	.529	3
Autonomy	.761	.752	5
Competitive Aggressiveness	.589	.611	5
Top management shared responsibility	.639	.640	6

Source: Researcher (2021)

4.9 Data Transformation

This involved moving data from Linkert scale to real variables using arithmetic method to make it suitable for inferential statistics analysis. Data transformation was done after exploratory factor analysis using the remaining items that loaded on study constructs such that a single construct in the questionnaire was measured by multiple items. There was therefore need to get the average score of the multi-items for each construct which was used in the final analysis of correlation and hierarchical regression analysis.

Perceived non-financial performance which is the dependent variable had five items (NFP1-+NFP2+NFP3+NFP4+NFP5)/5. The Independent variables; Innovativeness had eight items (IN1+IN2+IN3+IN4+IN5+IN6+IN7+IN8)/8, Pro-activeness had 6 items (PA1+PA2+PA4+PA5+PA6+PA7)/6, Risk-taking had three items (RT1+RT2+RT3)/3, Autonomy had five items (AU1+AU2+AU3+AU4+AU5)/5, Competitive aggressiveness had five items (CA1+CA2+CA3+CA4+CA5)/5 and the moderating variable, Top Management Team Shared Responsibility had six item (TMTSR1+TMTSR2+TMTSR3+TMTSR4+TMTSR5+TMTSR6)/6 retained after factor analysis and reliability test.

4.10 Correlation Analysis

Before regression analysis, the independent and dependent variables must have a linear relationship otherwise there would be no need to proceed with further data analysis. Pearson correlation coefficient analysis was used evaluate the direction and strength of linear relationship between the study variables. The value of the coefficient can range from -1 to +1, which shows a positive or negative correlation (Blumberg, Cooper & Schindler, 2014). In this study, Pearson's Correlation was used to analyze the relationship between the dependent variable; perceived hotel performance and the independent variables.

Table 4.18, reveals that all variables were positively associated with perceived hotel performance with Innovativeness having the highest relationship with r =.682, p <.01, followed by Autonomy with r =.582, p <.01, followed by Top management team shared responsibility with r =.581, p <.01, followed by Pro-activeness with r =.481, p <.01, followed by Risk-taking with r =.428, p <.01 and finally Competitive aggressiveness had the weakest relationship with r =.389, p <.01. According to the rule of thumb, any value above .8 is a sign of multi-collinearity and since the highest correlation coefficient

is .682 it is further confirmation that there is no violation of the multi-collinearity assumption in this study.

Table 4.18: Correlation Analysis

Predictors	1	2	3	4	5	6	7
1. Perceived Hotel Performance	1						
2. Innovation	.682**	1					
3. Pro-activeness	.481**	.466**	1				
4. Risk Taking	.428**	.306**	.225**	1			
5. Autonomy	.582**	.354**	.268**	.232**	1		
6. Competitive Aggressiveness	.389**	.399**	.213**	.458**	.153*	1	
7. Top management Shared Resp.	.581**	.511**	.337**	.597**	.270**	.600**	1

** Correlation is significant at the 0.01 level, * Significant at the 0.05 level (2 tailed)

Source: Research Data (2021).

4.11 Testing Assumptions of Regression Analysis

The assumptions of the regression model were tested before proceeding to further analysis since if the assumptions are violated; the results may not give the true values and may result in a Type I or Type II error, or over- or under-estimation of significance and effect size. The assumption tested in this study were Linearity, Normality, Homoscedasticity, Multi-collinearity and Auto correlation which statistical assumptions have a substantial effect on multivariate relationships (Hair *et al*., 2009)

4.11.1 Test for Linearity Assumption

An important assumption of all multivariate techniques based on correlational measures of association, including multiple-regression is linearity as all independent variables should have a linear relationship with the dependent variable. Studies show that violation of this assumption results in an underestimation or over estimation of the actual strength of the relationship affecting both correlation and regression analysis (Hair *et al*., 2013).

In this study, linearity assumption was examined through the use of the general linear F-test as indicated in Table 4.19 where the F-statistic was 80.428 and its associated *P*-value is < 0.001 so the null hypothesis (reduced model) was rejected in favor the alternative hypothesis (full model) and the study concluded that there was a statistically significant linear association between Entrepreneurial-orientation, Top management team shared responsibility and perceived non-financial hotel performance.

Table 4.19: ANOVA Results for Linearity Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.851	6	2.642	80.428	.000
	Residual	7.883	240	.033		
	Total	23.734	246			

Dependent variable: Hotel Perceived performance

Source: Research data (2021)

4.11.2 Test for Normality Assumption

Another fundamental assumption in multivariate analysis is normality, referring to the shape of the data distribution for error terms. For one to make valid inferences from the regression results, the residuals of the regression should follow a normal distribution. Normality was tested using Histogram Figure 4.1 which shows the shape and spread of distributions of error terms to be normally distributed. According to Garson (2012) the histogram of standardized residuals should show a roughly normal curve with a bell-shape when this assumption of regression is met with the largest number of predictions being at or near zero and then trailing off into "high prediction" and "low prediction" tails.

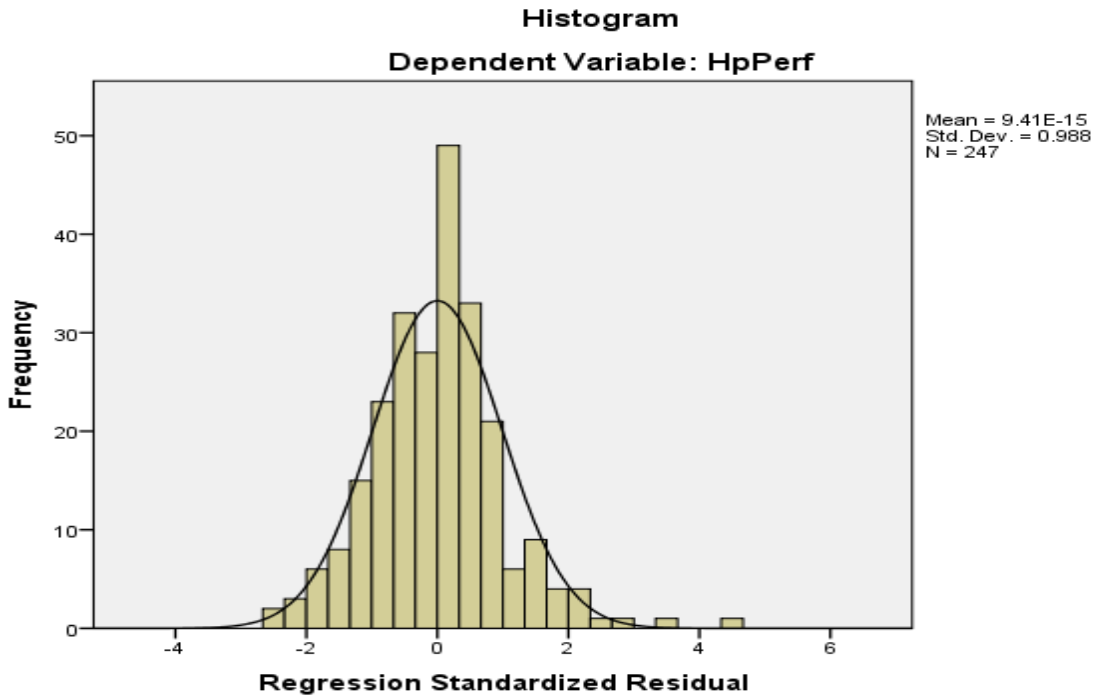

Figure 4.1: Normality Test Histogram

4.11.3 Test for Homoscedasticity Assumption

Homoscedasticity implies that the dependent variable exhibits equal levels of variance of errors across the range of the predictor variables. It is imperative that the Homoscedasticity assumption is not violated because the variance of the dependent variable being explained in the dependence relationship should not be concentrated in only a limited range of the independent values (Hair *et al*., 2014)

Departures from an equal dispersion; heteroscedasticity is indicated by higher errors (residuals) in some portions of the range compared to others are shown graphically by such shapes of the dots as cones or diamonds or funnel (Hair *et al*., 2014). While, in the event that the homoscedasticity assumption is met, residuals will form a pattern-less cloud of dots (Garson, 2012).

The data plot as shown in Figure 4.2 of standardized residuals vs standardized predicted values showed no obvious signs of funneling and most residuals are within the

recommended threshold suggested by Osborne & Waters, (2002), who state that residuals should lie between -2 and/or +2 points. Therefore, the data for this study satisfied the assumption of homoscedasticity.

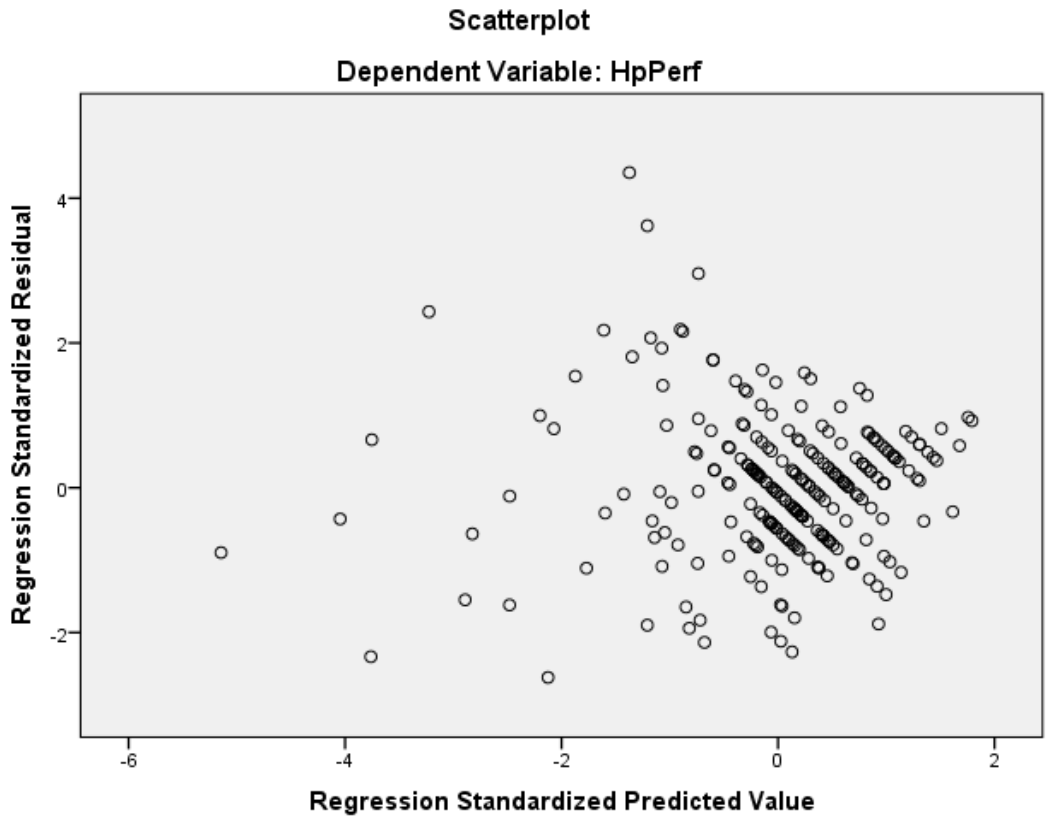

Figure 4.2: Homoscedasticity Plot

4.11.4 Test for Multi-Collinearity Assumption

Multi-collinearity is an unacceptably high level of inter-correlation among the independent variables, such that the effects of the independents cannot be differentiated (Garson, 2012).

This assumption was tested using tolerance and its reciprocal; Variance Inflation Factor (VIF) as indicated in table 4.20.

According to Garson (2012), if the tolerance value is less than cutoff value .20, the independent variable should be dropped from the analysis due to multi-collinearity, while VIF > 4.0 also indicates existence of multi-collinearity.

Table 4.20 reveals that the tolerance ranges between .443 and .843 substantially greater than .20 and VIF ranges from 1.187 to 2.260, thus, it is acceptable as being less than 4.0. In line with suggestion of Garson (2012), these result show that multi-collinearity does not exist in this study, since tolerance values are above .20 and VIF values are less than 4.0

Table 4.20: Assumption of Multi-collinearity

Model		Unstandardized Coefficients		Standardized Coefficients	*t*	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.308	.197		1.562	.120		
	Innov	.355	.046	.370	7.699	.000	.599	1.670
	ProAct	.108	.036	.128	3.005	.003	.759	1.318
	RiskTak	.071	.040	.083	1.759	.080	.620	1.613
	Autono	.251	.030	.341	8.419	.000	.843	1.187
	ComAggr	.000	.042	.000	.008	.993	.610	1.641
	TMSR	.137	.037	.206	3.688	.000	.443	2.260

Source: Research (2021)

4.11.5 Test for Autocorrelation Assumption

The autocorrelation assumption is also referred to as the data independence assumption which addresses the issue of assuming that the value of one observation does not affect the value of the other observations. Yet, non-independent observations can cause statistical tests to give too many false positive predictions; hence errors are assumed to be independent.

This assumption was tested by Durbin-Watson statistic which should lie between 1.5 and 2.5 for independent observations (Garson, 2012). According to Table 4.21 the Durbin-Watson statistic showed that this assumption had been met, as the obtained value 1.758).

Table 4.21: Assumption of Autocorrelation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.817	.668	.660	.18124	1.758

Source: Research data (2021)

4.12 Hypotheses Testing

To investigate how much variance in perceived non-financial hotel performance is accounted for by entrepreneurial orientation in the presence and absence of Top Management Team shared Responsibility, a four stage hierarchical multiple regression using the enter method was adopted as a suitable method of analysis (Darren and Paul, 2012). As **Table 4.22** reveals, the control variables of hotel size and age were entered in the first stage (model 1), then the dimensions of entrepreneurial orientation (Innovativeness, Pro-activeness, Risk taking, Autonomy and Competitive Aggressiveness) were entered in the second stage (model 2) to analyze the directed effects, followed by the direct effects plus the moderator (Top management Team Shared Responsibility) which were entered at stage three (model 3) and finally at stage four, the moderating effect of Top Management Team Shared Responsibility on the relationships between the independent variables and the dependent variable was analyzed (model 4, model 5, model 6, model 7, model 8).

4.12.1 The effect of control variables (model 1)

In model 1, effect of the control variables (Hotel size and Hotel age) in this study were examined. Results from Table 4.22 show the study findings of the control variables'

effects on perceived non-financial hotel performance. The study shows that hotel size, significantly predicts perceived non-financial hotel performance with β = .234, *p* =.000 (Appendix 8). Results also show that hotel age, significantly predicts perceived non-financial hotel performance with β = .238, *p* = .019 (Appendix 8) Hence results indicate that both control variables (hotel size and hotel age) were significant predictors of perceived non-financial hotel performance and further model 1 explains 8.2% of the variance (R^2 =.082) which is statistically significant with F (2,244) = 10.968, *p* = .000.

4.12.2. Testing the direct effects (Model 2- H_{01}, H_{02}, H_{03}, H_{04}, H_{05})

In Model 2, results suggested that; Hotel size was still significant with β = .141, *p* = .002, while Hotel age was insignificant with β = -.046, *p* = .502. The first hypothesis, H_{01} which stated that Innovativeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda was tested. Results in Table 4.22 indicate that, innovativeness had a highly significant direct effect on perceived non-financial performance with β=.400, *p* = .000. Hypothesis, H_{01} was therefore rejected.

The second hypothesis, H_{02} which stated that, Pro-activeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda was then tested. Results in Table 4.22 indicate that, pro-activeness had significant direct effect on perceived non-financial performance with β=.126, P = .004. Hypothesis, H_{02} was therefore rejected. The third hypothesis, H_{03} which stated that Risk-taking has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda was then tested. Results in Table 4.22 indicate that, risk-taking had a highly significant direct effect on perceived non-financial performance with β=.169, P = .000. Hypothesis, H_{03} was therefore rejected.

The fourth hypothesis, H_{04} which stated that Autonomy has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda, was also tested. Results in Table 4.22 indicate that, autonomy also had a highly significant direct effect on perceived non-financial performance with β =.314, P = .000. Hypothesis, H_{04} was therefore rejected.

The fifth hypothesis, H_{05} which stated that Competitive-aggressiveness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda, was finally tested. Results in Table 4.22 indicate that, competitive-aggressiveness also had significant direct effect on perceived non-financial performance with β =.118, P = .014. Hypothesis, H_{05} was therefore rejected.

All the variables in model 2 including the control variables explained 66.3% (R^2 =.663) of the variance in the dependent variable (perceived non-financial performance). When the control variables are held constant, ΔR^2 =.581 which means that all the independent variables (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness) included in model 2 explained 58.1% of the variance in the dependent variable (perceived non-financial performance). Model 2 is statistically significant and fit with F (5,239) = 82.476 and *p*=.000.

4.12.3 Testing the direct effects plus the moderator (Model 3-H_{06})

In model 3, results showed that: Hotel size was still significant with β = .127, *p* = .004, while Hotel age was insignificant with β = -.061, *p* = .360. Also innovativeness was still highly significant with β = .358, *p* = .000, while Pro-activeness was still significant with β = .115, *p* = .007, Risk taking was highly significant β = .103, *p* = .032, as well as Autonomy which scored β = .309, *p* = .000 but competitive aggressiveness was insignificant with β = .052, *p* = .301.

Hypothesis H_{06}, which stated that Top Management Team Shared Responsibility has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda was tested and results showed that Top Management Team Shared Responsibility had a highly significant direct effect on perceived non-financial performance with $\beta = .193$, $p = .001$. Hypothesis, H_{06} was therefore rejected.

Further all the variables in model 3 including the control variables, independent variables (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness) and the moderator (Top management Team Shared Responsibility) explained 68% ($R^2 = .680$) of the variance in the dependent variable (perceived non-financial performance). When the control variables and the independent variables are held constant, $\Delta R^2 = .016$ which means that Top Management Team Shared Responsibility explained 1.6% of the variance in the dependent variable (perceived non-financial performance). Model is statistically significant and fit with $F(1,238) = 12.089$ and $p = .001$.

Table 4.22: Hierarchical Regression Results for the study Hypotheses

Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
	Beta	βeta	βeta	βeta	βeta	βeta	βeta	βeta
Hotel size	.234***	.141**	.127**	.127**	.123**	.128**	.123**	.133**
Hotel age	.238*	-.046	-.061	-.033	-.029	-.026	-.052	-.038
Innovativ		.400***	.358***	.538***	.336*	.309*	.273*	.183
ProActiv		.126**	.115**	.118**	.395**	.377*	.382*	.372*
Risk Taking		.169***	.103*	.116*	.120*	.151*	.161*	.140*
Autonomy		.314***	.309***	.300***	.293***	.294***	.328***	.314***
CompAgg		.118*	.052	.058	.054	.050	.070	.171*
TMSR			.193***	.388***	.422***	.427***	.412***	.413***
Inv*TMSR				-.147**	.010	.031	.068	.131
Pro*TMSR					-.191*	-.172	-.166	-.134
Risk*TMSR						-.039	-.039	-.030
Aut*TMSR							-.043*	-.046*
Agg*TMSR								-.093*
R^2	.082	.663	.680	.689	.694	.695	.701	.707
ΔR^2	.082	.581	.016	.009	.005	.001	.007	.005
F	10.968***	82.476***	12.089***	6.849**	4.110*	.703	5.115**	4.144*

Source: Research data (2021)

Note: Dependent variable: Hotel Performance, *p<.05; **p<.01; ***p<.001.

Innovativ = Innovativeness, ProActiv = Pro-activeness, CompAgg = Competitive Aggressiveness, TMSR = Top Management Shared Responsibility, Inv*TMSR = 1st moderation, Pro*TMSR = 2nd moderation, Risk*TMSR = 3rd moderation, Aut*TMSR = 4th moderation, Agg*TMSR = 5th moderation.

4.12.4. Testing the moderating effect of Top Management Team shared responsibility on the relationship between Innovativeness and perceived non-financial performance of star-rated hotels in Uganda (Model 4 - H_{07a})

In model 4, results in table 4.22 reveal that: Hotel size was still significant with β = .127, *p* = .003, while Hotel age was still insignificant with β = -.033, *p* = .623. Innovativeness was still highly significant with β = .538, *p* = .000, while Pro-activeness was still significant with β = .118, *p* = .006, Risk taking was also significant with β = .116, *p* = .016, while Autonomy was still highly significant with β = .300, *p* = .000 but competitive aggressiveness was still insignificant with β = .058, *p* = .242 and then Top Management Team Shared Responsibility was also highly significant with β =. 388, *p* = .000.

Hypothesis H_{7a}, which stated that Top Management Team shared responsibility has no moderating effect on the relationship between Innovativeness and perceived non-financial performance of start-rated hotels in Uganda was tested and results showed that Top Management Team shared responsibility has a highly significant moderating effect on the relationship between Innovativeness and perceived non-financial performance with β = -.147, *p* = .009. Hypothesis, H_{07a} was therefore rejected.

In addition, all the variables in model 4 including the control variables, independent variables (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness), the moderator (Top management Team Shared Responsibility) and the interaction effect of the moderator and innovativeness explained 68.9% (R^2 =.689) of the variance in the dependent variable (perceived non-financial performance).

When the control variables, independent variables and the moderator are held constant, ΔR^2 =.009 which means that moderating effect Top Management Team Shared

Responsibility on the relationship between innovativeness and perceived non-financial performance explained 0.9% of the variance in the dependent variable (perceived non-financial performance). Model 4 is fit with a statistically significant F (1,237) = 6.849 and p=.009.

These moderation results are further illustrated by figure 4.3 which indicates that at low levels of innovativeness, perceived non- financial performance is high with high levels of top management team shared responsibility and vice-versa. As innovativeness increases, perceived non- financial performance increases with both levels of TMTSR but the increase is high with firms having low TMSR. Hence, TMSR acts as a remedy for low innovativeness in enhancing perceived non- financial hotel performance.

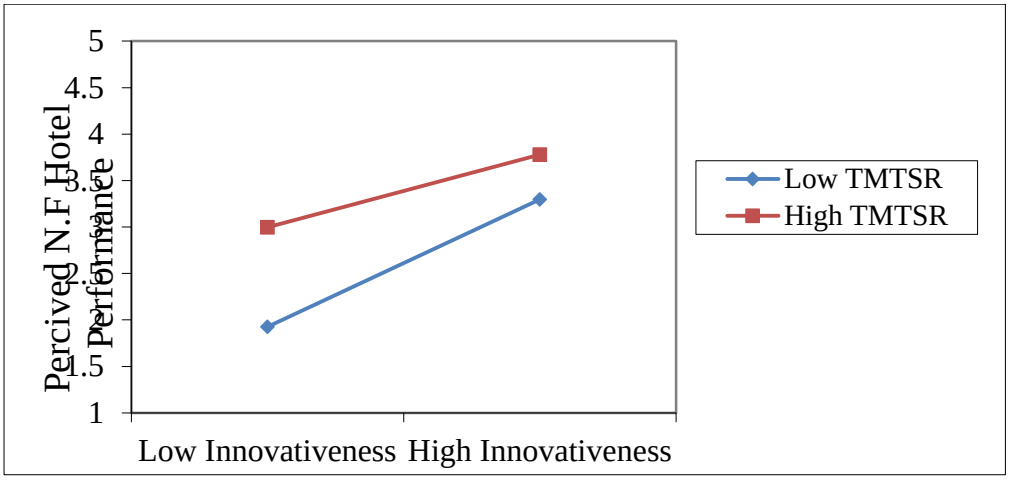

Figure 4.3: Moderating Effect of TMTSR on Innovativeness and Hotel Perceived Performance

Source: Researcher 2021

4.12.5. Testing the moderating effect of Top Management Team shared responsibility on the relationship between Pro-activeness and perceived non-financial performance of star-rated hotels in Uganda (Model 5 – H_{07b})

In model 5, the results in table 4.22 reveal that: Hotel size was still significant with β = .123, *p* = .004, while Hotel age was still insignificant with β = -.029, *p* = .662. Innovativeness was still significant with β = .336, *p* = .010, Pro-activeness was highly significant with β = .395, *p* = .006, Risk taking was significant with β = .120, *p* = .012, while Autonomy was highly significant with β = .293, *p* = .000 but competitive aggressiveness was still insignificant with β = .054, *p* = .274 and then Top Management Shared Responsibility was also highly significant with β = .422, *p* = .000. Top Management Team shared responsibility had no significant moderating effect on the relationship between Innovativeness and perceived non-financial performance withβ = .010, *p* = .915.

Hypothesis H_{7b}, which stated that Top Management Team shared responsibility has no moderating effect on the relationship between Pro-activeness and perceived non-financial performance of start-rated hotels in Uganda was tested and results showed that Top Management Team shared responsibility had a significant moderating effect on the relationship between Innovativeness and perceived non-financial performance withβ = -.191, *p* = .044. Hypothesis, H_{07b} was therefore rejected.

In addition, all the variables in model 5 including the control variables, independent variables (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness), the moderator (Top management Team Shared Responsibility) and the moderator effect on the relationship between innovativeness and perceived non-

financial performance explained 69.4% (R^2 =.694) of the variance in the dependent variable (perceived non-financial performance).

When the control variables, independent variables, the moderator and the moderator effect on the relationship between innovativeness and perceived non-financial performance are held constant, ΔR^2 =.005 which means that moderating effect Top Management Team Shared Responsibility on the relationship between pro-activeness and perceived non-financial performance explained 0.5% of the variance in the dependent variable (perceived non-financial performance). Model 5 is fit with a statistically significant F (1,236) = 4.110 and *p*=.044.

Figure 4.4 reveals that at low levels of pro-activeness, perceived non- financial performance is high with firms embracing high levels of top management team shared responsibility than those with low levels of TMSR. As pro-activeness increases, perceived non- financial performance increases in both scenarios of levels of TMTSR but the increase is high with firms having low TMSR due to embracing TMSR and pro-activeness.

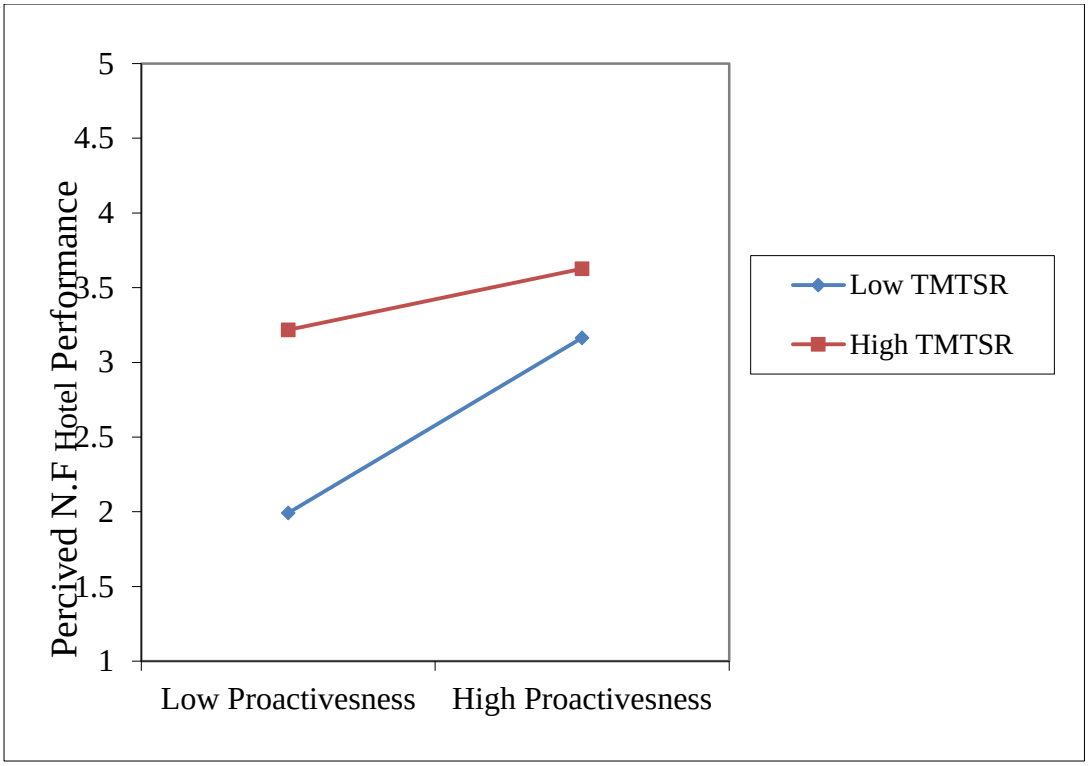

Figure 4.4: Moderating Effect of TMTSR on Pro-activeness and Hotel Perceived Performance

Source: Researcher 2021

4.12.6 Testing the moderating effect of Top Management Team shared responsibility on the relationship between Risk taking and perceived non-financial performance of star-rated hotels in Uganda (Model 6-H_{07c})

In model 6, the results in table 4.22 reveal that: Hotel size was still significant with β = .128, *p* = .003, while Hotel age was still insignificant with β = -.026, *p* = .700. Innovativeness was still significant with β = .309, *p* = .022, Pro-activeness was also significant with β = .377, *p* = .010, Risk taking was significant with β = .151, *p* = .013, while Autonomy was highly significant with β = .294, *p* = .000 but competitive aggressiveness was still insignificant with β = .050, *p* = .313 and then Top Management Shared Responsibility was also highly significant with β = .427, *p* = .000.

Top Management Team shared responsibility still had no significant moderating effect on the relationship between Innovativeness and perceived non-financial performance

withβ = .031, p = .755. Also Top Management Team shared responsibility still had no significant moderating effect on the relationship between Pro-activeness and perceived non-financial performance withβ = -.172, p = .076.

Hypothesis H_{7c}, which stated that Top Management Team shared responsibility has no moderating effect on the relationship between Risk-taking and perceived non-financial performance of start-rated hotels in Uganda was tested and results showed that Top Management Team shared responsibility had no significant moderating effect on the relationship between Risk-taking and perceived non-financial performance withβ = -.039, p = .403. Hypothesis, H_{07c} was therefore not rejected.

In addition, all the variables in model 6 including the control variables, independent variables (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness), the moderator (Top management Team Shared Responsibility), the moderator effect on the relationship between innovativeness and perceived non-financial performance and the moderator effect on the relationship between pro-activeness and perceived non-financial performance explained 69.5% (R^2 =.695) of the variance in the dependent variable (perceived non-financial performance).

When the control variables, independent variables, the moderator, the moderator effect on the relationship between innovativeness and perceived non-financial performance and the moderator effect on the relationship between pro-activeness and perceived non-financial performance are held constant, ΔR^2 =.001 which means that moderating effect Top Management Team Shared Responsibility on the relationship between risk-taking and perceived non-financial performance explained 0.1% of the variance in the dependent variable (perceived non-financial performance). Model 6 is therefore fit with a statistically significant F (1,235) = .703 and p=.403.

4.12.7 Testing the moderating effect of Top Management Team shared responsibility on the relationship between Autonomy and perceived non-financial performance of star-rated hotels in Uganda (Model 7- H_{7d})

The results in table 4.22 reveal that in model 7: Hotel size was still significant with β = .123, *p* = .004, while Hotel age was still insignificant with β = -.052, *p* = .441. Innovativeness was also significant with β = .273, *p* = .042, Pro-activeness was also significant with β = .382, *p* = .008, Risk taking was significant with β = .161, *p* = .008, while Autonomy was highly significant with β = .328, *p* = .000 but competitive aggressiveness was still insignificant with β = .070, *p* = .162 and then Top Management Shared Responsibility was highly significant with β = .412, *p* = .000.

Top Management Team shared responsibility still had no significant moderating effect on the relationship between Innovativeness and perceived non-financial performance withβ = .068, *p* = .493. Top Management Team shared responsibility still had no significant moderating effect on the relationship between Pro-activeness and perceived non-financial performance withβ = -.166, *p* = .085. Also, Top Management Team shared responsibility still had no significant moderating effect on the relationship between Risk-Taking and perceived non-financial performance withβ = -.039, *p* = .389.

Hypothesis H_{7d}, which stated that Top Management Team shared responsibility has no moderating effect on the relationship between Autonomy and perceived non-financial performance of start-rated hotels in Uganda was tested and results showed that Top Management Team shared responsibility had a significant moderating effect on the relationship between autonomy and perceived non-financial performance withβ = -.043, *p* = .025. Hypothesis, H_{07d} was therefore rejected.

Furthermore, all the variables in model 7 including the control variables, independent variables (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness), the moderator (Top management Team Shared Responsibility), the moderator effect on the relationship between innovativeness and perceived non-financial performance, the moderator effect on the relationship between pro-activeness and perceived non-financial performance and the moderator effect on the relationship between risk-taking and perceived non-financial performance explained 70.1% (R^2 =.701) of the variance in the dependent variable (perceived non-financial performance).

When the control variables, independent variables, the moderator, the moderator effect on the relationship between innovativeness and perceived non-financial performance, the moderator effect on the relationship between pro-activeness and perceived non-financial performance and the moderator effect on the relationship between risk-taking and perceived non-financial performance are held constant, ΔR^2 =.007 which means that moderating effect Top Management Team Shared Responsibility on the relationship between autonomy and perceived non-financial performance explained 0.7% of the variance in the dependent variable (perceived non-financial performance). Model 7 is statistically fit with a significant F (1,234) = 5.115 and *p*=.025.

The above results are further illustrated by Figure 4.5 which reveals that hotels with low levels of autonomy, can only increase perceived non-financial performance by embracing high Top Management Team Shared Responsibility as high performance is highly correlated with Shared Responsibility.

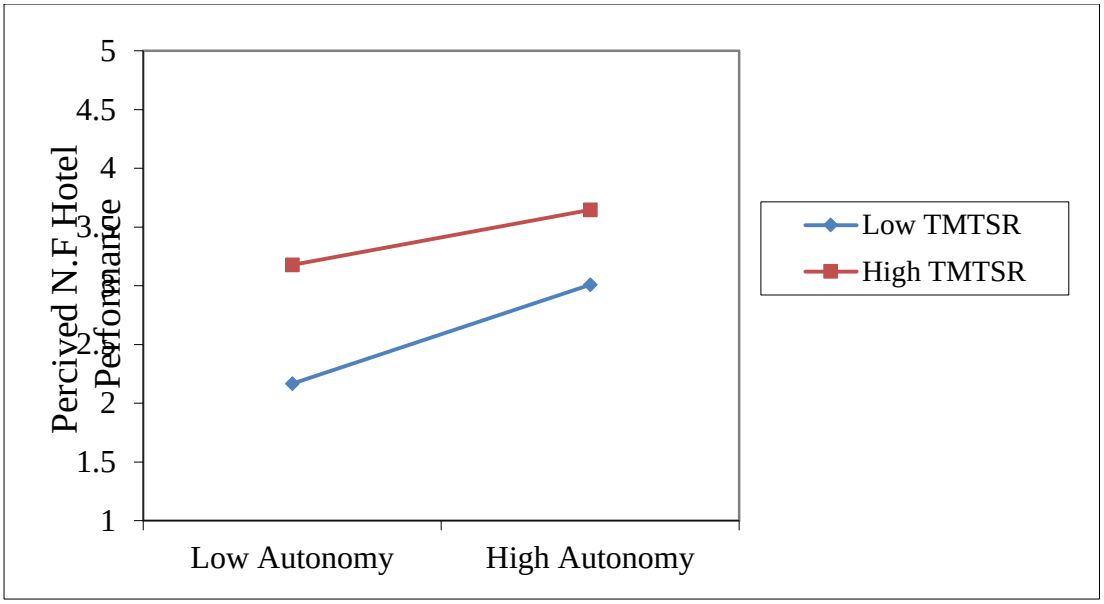

Figure 4.5: Moderating Effect of TMSR on Autonomy and Hotel Perceived Performance

Source: Researcher 2021

4.12.8 Testing the moderating effect of Top Management Team shared responsibility on the relationship between Competitive-aggressiveness and perceived non-financial performance of star-rated hotels in Uganda (Model 8-H_{7e})

The results in table 4.22 reveal that in model 8: Hotel size was still highly significant with β = .133, *p* = .002, while Hotel age was still insignificant with β = -.038, *p* = .569. Innovativeness was also insignificant with β = .183, *p* = .192, Pro-activeness was also significant with β = .372, *p* = .010, Risk taking was significant with β = .140, *p* = .021, while Autonomy was highly significant with β = .314, *p* = .000, competitive aggressiveness was significant with β = .171, *p* = .015 and then Top Management Shared Responsibility was highly significant with β = .413, *p* = .000.

Top Management Team shared responsibility still had no significant moderating effect on the relationship between Innovativeness and perceived non-financial performance withβ = -.131, *p* = .207. Top Management Team shared responsibility still had no

significant moderating effect on the relationship between Pro-activeness and perceived non-financial performance withβ = -.134, *p* = .165. Also, Top Management Team shared responsibility still had no significant moderating effect on the relationship between Risk-Taking and perceived non-financial performance withβ = -.030, *p* = .503, while Top Management Team shared responsibility had significant moderating effect on the relationship between Autonomy and perceived non-financial performance withβ = -.046, *p* = .016.

Hypothesis H_{7e}, which stated that Top Management Team shared responsibility has no moderating effect on the relationship between competitive-aggressiveness and perceived non-financial performance of start-rated hotels in Uganda was tested and results showed that Top Management Team shared responsibility had a significant moderating effect on the relationship between competitive-aggressiveness and perceived non-financial performance withβ = -.093, *p* = .043. Hypothesis, H_{07e} was therefore rejected.

Furthermore, all the variables in model 8 including the control variables, independent variables (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness), the moderator (Top management Team Shared Responsibility), the moderator effect on the relationship between innovativeness and perceived non-financial performance, the moderator effect on the relationship between pro-activeness and perceived non-financial performance, the moderator effect on the relationship between risk-taking and perceived non-financial performance and the moderator effect on the relationship between autonomy and perceived non-financial performance explained 70.7% (R^2 =.707) of the variance in the dependent variable (perceived non-financial performance).

When the control variables, independent variables, the moderator, the moderator effect on the relationship between innovativeness and perceived non-financial performance, the moderator effect on the relationship between pro-activeness and perceived non-financial performance, the moderator effect on the relationship between risk-taking and perceived non-financial performance and the moderator effect on the relationship between autonomy and perceived non-financial performance are held constant, ΔR^2 =.005 which means that moderating effect Top Management Team Shared Responsibility on the relationship between competitive aggressiveness and perceived non-financial performance explained 0.5% of the variance in the dependent variable (perceived non-financial performance). Model 7 is fit with a statistically significant F (1,233) = 4.144 and *p*=.043.

Figure 4.6 supports the study finding as hotel performance increases with high levels of TMSR and drops with low levels of TMTSR. Thus, TMTSR acts as a remedy in situations of low competitive aggressiveness.

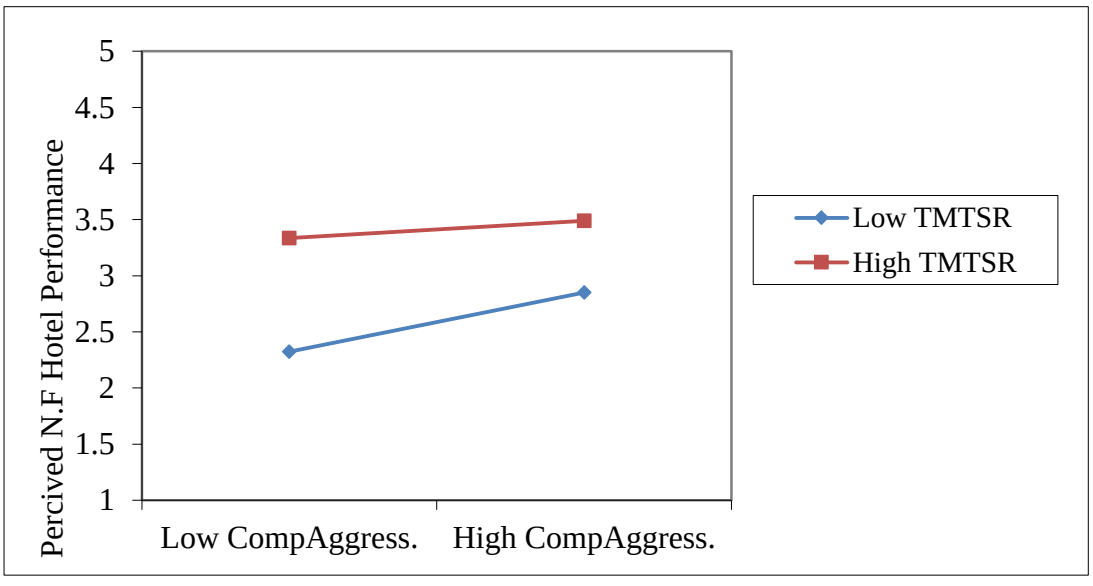

Figure 4.6: Moderating Effect of TMTSR on competitive aggressiveness and Perceived Non-financial hotel Performance

Source: Researcher 2021

Table 4.23: Summary Results of Hypotheses Tests

	Hypothesis	**β**	***p***	**Decision**
H_{01}	Innovativeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	.400	.000	Rejected
H_{02}	Pro-activeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	.126	.004	Rejected
H_{03}	Risk-taking has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	.169	.000	Rejected
H_{04}	Autonomy has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	.314	.000	Rejected
H_{05}	Competitive-aggressiveness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	.118	.014	Rejected
H_{06}	Top Management Team Shared Responsibility has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda	.193	.001	Rejected
H_{7a}	Top Management Team shared responsibility has no moderating effect on the relationship between Innovativeness and perceived non-financial performance of start-rated hotels in Uganda	.-147	.009	Rejected
H_{7b}	Top Management Team shared responsibility has no moderating effect on the relationship between Pro-activeness and perceived non-financial performance of start-rated hotels in Uganda	-.191	.044	Rejected
H_{7c}	Top Management Team shared responsibility has no moderating effect on the relationship between Risk-taking and perceived non-financial performance of start-rated hotels in Uganda perceived	**-.039**	**.403**	**Accepted**
H_{7d}	Top Management Team shared responsibility has no moderating effect on the relationship between Autonomy and perceived non-financial performance of start-rated hotels in Uganda	.-043	.025	Rejected
H_{7e}	Top Management Team shared responsibility has no moderating effect on the relationship between competitive-aggressiveness and perceived non-financial performance of start-rated hotels in Uganda	-.093	-0.43	Rejected

Source: Research data (2021)

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter is composed of a summary and discussion of study findings presented in the previous chapter Four with a review of how the findings relate with the previous literature, conclusion, implications for theory recommendations for future research and practice as well as limitations of the study are discussed.

5.1 Summary of Research Findings

The study aimed to establish whether entrepreneurial orientation and Top Management Team Shared Responsibility affect perceived non-financial performance of star rated hotels in Uganda. The study results showed that Entrepreneurial orientation had a significant direct effect on perceived non-financial performance as shown by the direct effects of the dimensions of entrepreneurial Orientation; Innovativeness (H01, β = .400, p=. 000), Pro-activeness (H02, β = .126, p=. 004), Risk-taking (H03, β = .169, p=. 000), Autonomy (H04, β = .314, p=. 000), competitive aggressiveness (H05, β = .118, p=. 014).

In addition, the study sought to establish the moderating effect of Top Management Team Shared Responsibility on the relationship between entrepreneurial orientation and perceived non-financial performance. The results showed that Top Management Team Shared Responsibility moderates the relationship between; Innovativeness and perceived non-financial performance (H7a, β =. -147, p=. .009), pro-activeness and perceived non-financial performance (H7b, β =. -.191, p= .044), does not moderate the relationship between risk-taking and perceived non-financial performance (H7c, β =. -

.039, p= .403), moderates the relationship between autonomy and perceived non-financial performance (H7d, β = -.043, p=.025) and also competitive aggressiveness and perceived non-financial performance (H7e, β = -.093, p=. -0.43).

5.1.1 The effect of innovativeness on perceived non-financial performance of star-rated hotels in Uganda

The first hypothesis (H_{01}) was tested to establish whether innovativeness has a direct significant effect on perceived non-financial performance. Results indicate that innovativeness is a predictor of perceived non-financial performance with β = .400, *p=*. 000 which is supported by previous studies that have shown that innovativeness is not only essential for business survival but also for its higher performance (Wang *et al*., 2020). Innovativeness is considered to encourage creativity and uniqueness among management and employees in coming up with new ideas, products and services hence enhanced non-financial performance of star rated hotels.

The study by Vij & Bedi, (2016) also assert that firm performance is an outcome of firm innovativeness. This is due to the fact that innovativeness instills a culture in a firm that puts an emphasis on coming up with new services, processes and/or technologies. Research and development being core to innovativeness, enables a firm's ability to meet the ever changing market and customer needs and also survive in the competitive business environment.

In addition, Yousaf *et al*., (2020) support the notion that innovativeness enables firms to easily adapt the necessary changes which arise due to rapidly changing market trends. Such changes require the combined efforts of firm human resources as they need to be reacted to in ways that deviate from the normal. Innovativeness comes in a remedy since it supports employee motivation through rewarding innovative ideas, creates a

comfortable workplace where employees are goal oriented, hence employee satisfaction that is a pertinent indicator of non-financial performance.

The findings of this study are also consistent with the results of a study by Hernández-Perlines, (2016). The study aimed to assess whether or not quality certification moderates the way that entrepreneurial orientation affects hotel performance and the findings revealed that hotels were keen to generate innovations to beat the fierce competition in the Spanish hotel sector that converted into better performance. Also Tajeddini (2011) analyzed the relationship between innovativeness and performance in the Swiss hotel industry and study results revealed that innovative activities have a significant and positive effect on performance in the hotel industry.

The study findings however are in contrary to the findings of Camisón & Monfort-Mir (2012) whose study showed that the services sector to which hotels subscribe is less technologically innovative than the manufacturing sector and as a result, they mostly base their innovation ideas on previously available knowledge within the service firm which can be easily copied by the competitors. There is need therefore for star-rated hotels to allocate resources into obtaining more technological innovations than any other so as to keep most up-to-date with market needs, enhance competitiveness of their products and services and hence improved performance.

5.1.2 The effect of pro-activeness on perceived non-financial performance of star-rated hotels in Uganda

The second hypothesis (H_{02}) postulated that pro activeness has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda. In regard to this hypothesis, findings revealed pro-activeness had a significant positive effect on perceived non-financial performance with $\beta 1 = .126$, $p = .004$. The findings of this study

are in agreement with a study conducted among Sardinian accommodation sector by Fadda (2018) to examine the influence of entrepreneurial orientation dimensions on firm performance in the tourism sector. It was revealed that pro-activeness had a high significant coefficient regarding a significant relationship with hotel performance and it was concluded that a proactive firm in the accommodation sector, that adopts a pro-active orientation toward the outside environment will achieve a better performance.

Uddin & Fad, (2019) posit that the ability of a firm to quickly respond to fluctuations in customer tastes by putting together the right kind of resources to suit the market needs is a source of competitive advantage and results in superior performance. This further supports the views Lumpkin & Dess, (1996) that pro-activeness enables anticipation of future problems, needs or changes and the pursuit of the pioneer's advantage by capitalizing on emerging business opportunities. Pro-activeness is thus a forward-looking perspective which aims at identifying new opportunities and exploiting them to enhance performance.

On the contrary, Lumpkin & Dess (2001) asserted that during hostile environmental conditions business firms tend abandon proactive behaviors, so as to minimize expenditure of their limited resources. Thus the proactive behaviors are more positively related to firm performance instable business environments than in hostile environments. Therefore, is need for star rated hotels to instill the pro-activeness culture into the firm such that it not dictated by ever changing hospitality business environment but rather it is a norm.

5.1.3 The effect of risk taking on perceived non-financial performance of star-rated hotels in Uganda

It was also hypothesized that "Risk taking has no significant direct effect on perceived non-financial performance of start-rated hotels in Uganda" (The third hypothesis (H_{03}) The findings in this model 2 reveal that risk taking has a significant direct effect on perceived non-financial performance indicating $\beta = .169$, $p = .000$. This finding supports previous literature which has shown that risk-taking orients the firm towards the absorption of uncertainty as opposed to a paralyzing fear of it (Morris *et al*., 2008).

Risk taking reflects a firm's readiness to commit resources in uncertain environments, exploring new segments and devoting increased resources to activities whose outcome is difficult to predict Tajeddini, (2010). The findings also support the work of Lumpkin & Dess, (1996) who points out that the riskier and bold the activity seems, the higher the returns a firm is likely to derive from pursuing it. Hence, strategic decision makers in star rated hotels must be willing to commit resources to projects with uncertain outcomes given the probable high benefits.

Further the findings are in agreement with a study by Pratono, (2018) which aimed to contribute to the risk management studies in small and medium enterprises (SMEs) by examining the complicated relationship between risk-taking behavior and firm performance. It was found that risk taking behavior had a positive significant direct effect on firm performance. As well as in the study to examine the impact of elements of entrepreneurial orientation (EO) on firm performance among leather manufacturing small and medium-sized enterprises (SMEs) in Pakistan, it was found that risk taking has a positive and statistically significant effect on firm performance (Shafique & Saeed, 2020)

However, the findings of this study also contradict with some studies that have revealed that excessive risk taking can lower performance in some contexts. Kollmann & Stockmann, (2014) argue that we argue that more risk taking can also lower performance when it is not aligned with increasing innovativeness and pro-activeness and should be avoided. Therefore, the focus of star-rated hotels should be on moderated and calculated risk-taking instead of extreme and uncontrolled risk-taking

5.1.4 The effect of autonomy on perceived non-financial performance of star-rated hotels in Uganda

The study also constructed a hypothesis to determine the effect of autonomy on perceived non-financial performance of star-rated hotels Uganda. Results of the study revealed that autonomy positively and significantly affects perceived non-financial performance with $\beta = .314$, $p = .000$. The finding of this study is in agreement with the previous literature which purports that firm autonomy affects how employees execute their duties and inherently the firm performance.

Dating back from Lumpkin & Dess (1996) the ability of an individual or team to independently seek opportunities, develop ideas to make use of such opportunities and work through to execution has been found to be a major predictor of firm success. Research indicates that in settings where autonomy is encouraged and permitted to thrive, it turns out as an important element of new venture development and growth (Lumpkin, Cogliser & Schneider,2009). In addition, Kreiser *et al*., (2010), also found that when individuals are not allowed the freedom to make bold decision in a firm, conservatism is promoted and vice versa. Therefore, previous studies support that people in a firm should be allowed to realize their potential and develop their functions according to their own ideas for better firm performance.

The study findings were further supported by a research study done by Fadda, (2018) to examine the influence of entrepreneurial orientation dimensions on firm performance in the tourism sector. Autonomy dimension was found to be positively related to firm performance and it was suggested that supporting the initiative of employees to implement new ideas and to act independently could lead to the development of procedures or activities that seem to improve firm performance.

5.1.5 The effect of competitive-aggressiveness on perceived non-financial performance of star-rated hotels in Uganda

The study findings indicate that competitive aggressiveness has a significant direct effect on perceived non-financial performance as revealed by $\beta = .118$, $p = .014$. This study lends support to previous studies in this field which have shown that Competitive aggressiveness is a survival technique in competitive business environments (Chen & Miller, 2015). A study by Hughes-Morgan, Kolev & Mcnamara (2018) reveals a positive relationship between competitive volume and post operating performance. Their study indicates engaging in greater volume of actions is beneficial, through creation of competitive advantage, possession of the awareness of opportunities, knowledge, resources, and flexibility to engage in a variety of actions. Successful firms are capable of combining and directing these resources to create more, and a greater variety of strategic actions than other firms.

This is further supported by the Nair & Selover, (2012) who posit that that firms should execute strategy in an effort to dampen the ability and motivation of competitors to respond as such competitive strategies confuse rivals and are difficult for competitors to detect and counter. Competitive aggressiveness in doing business is a significant element of the entrepreneurial orientation and according to Lumpkin and Dess (2001)

is directly related to the ability of the company to compete and improve the position on the market.

Some competitive aggressiveness literature however seems to be at odds over the ultimate impact on internal firm performance as more aggressive strategies come with associated cost as well as higher risk of competitor retaliation (Derfus *et al*., 2008). This may outweigh the benefit of carrying out a very aggressive series of competitive actions and costs may rise faster than benefits, leading to a negative impact on performance. Although competitive moves are associated with costs and inherent risks, they are the building blocks toward increasing competitive advantage and therefore, star rated hotels should carefully evaluate the complexity of their competitive actions before implementation but should not consider completely doing away with competitive aggressiveness.

5.1.6 The effect of Top Management Team shared responsibility on perceived in non-financial performance of star-rated hotels in Uganda

The study findings indicate that Top Management Team Shared Responsibility has a significant direct effect on perceived Non-financial performance as revealed by $\beta = .193$, $p = .001$. This study supports previous studies which have shown that when executives share responsibility and enjoy collective decision-making, they tend to be more productive. For example, a study by Garcia-Granero *et al*., (2018), reveals that Top management team shared responsibility facilitates a firm's ability to respond to current and future changes in business demands. This ability supports a firm's survival and ability to meet the needs of its customers. This is further supported by Previous studies that have also shown that team shared responsibility is relevant for firms to adapt to environmental changes over time, which has been linked to better business performance (Henry, Buyl & Jansen, 2019).

The findings are also in agreement with Mihalache *et al*., (2014) who argue that TMT members engaged in shared responsibility experience higher commitment to the overall firm's success and, as such, are more likely to approach conflicts as joint problems that need commonly beneficial solutions. This interaction and engagement among TMT members plays a crucial role in cultivating strong relationships and enhancing employee satisfaction. Harmancioglu, Grinstein & Goldman (2010) further assert that shared responsibility for decision making forces teams to engage in intense negotiation in order to reach a consensus. Thus, when TMT members share responsibility both among themselves and the CEO, they become less entrenched in their own points of view, thus advancing their capacity for collaborative problem-solving hence improved performance.

Furthermore, the literature on processes within the team lends support to the conclusion that the top team, rather than the top person, has the greatest effects on organizational functioning (Cai, Liu & Yu, 2013). Hence, instead of focusing on the individual management members, this study explored the shared responsibility of TMT. There are limited studies that have focused on the shared responsibility yet it is crucial to explaining adaptive firm responses to change and therefore performance. This study therefore provides new knowledge in the literature of the Top Management Team Shared responsibility and firm performance.

5.1.7 The moderating effect of Top Management Team shared responsibility on the relationship between Innovativeness and perceived non-financial performance of star-rated hotels in Uganda

Hypothesis H7a postulated that Top Management Team shared responsibility has no moderating effect on the relationship between Innovativeness and perceived non-financial performance of start-rated hotels in Uganda. The study findings indicate that

Top Management Team shared responsibility moderates the relationship between Innovativeness and perceived non-financial performance with β =. -147, p = .009, and the hypothesis was therefore rejected.

Previous studies have shown that innovation behavior enhances customer retention (Grissemann, Plank & Brunner-Sperdin, 2013). Today customers are more environmentally aware and as such are constantly searching for novel products and hotel concepts. This implies that the major trends in hospitality services require companies and destinations to constantly create new service offerings and find innovative solutions. This is easier when firms are able to quickly respond to business environment changes enabled by Top Management Teams' collective ability through shared responsibility.

The study findings further reveal basing on figure 4.3 that at low levels of innovativeness, perceived non- financial performance is high with high levels of top management team shared responsibility and as innovativeness increases, perceived non- financial performance increases with both levels of Top Management Team Shared Responsibility (TMTSR). Hence, star- rated hotels should invest in cultivating a culture of sharing responsibility in the TMT as this moderator enhances performance despite low levels of innovativeness.

Top Management Team shared Responsibility comes in handy during times of crisis or market turbulences. There are also times when firms are not able to invest in innovations that are costly especially the technological kind of innovation and will depend on the ability of the firm departments to share ideas that can enhance performance. The General Manager involving the other Managers in decision making

on market strategies also enhances quick response to market changes where innovation is not possible or is low.

5.1.8 The moderating effect of Top Management Team shared responsibility on the relationship between Pro-activeness and perceived non-financial performance of star-rated hotels in Uganda

The study findings indicate that Top Management Team shared responsibility moderates the relationship between Pro-activeness and perceived non-financial performance (β = -.191, p =.044). Figure 4.4 indicates the nature of the interaction which reveals at low levels of pro-activeness, perceived non- financial performance is high with firms embracing high levels of top management team shared responsibility than those with low levels of TMSR. However, as pro-activeness increases, perceived non- financial performance increases in both scenarios of levels of TMTSR but the increase is high with firms having low TMSR due to embracing TMSR and pro-activeness.

Research has shown that when pro-activeness is embedded in the culture of a firm, its performance is elevated strategically (Uddin & Fad, 2019) Top Management Team literature has shown that it is the role of the upper Echelon to make strategic decision regarding organizational culture and further, proactivity requires a firm to be forward looking strategy to come up with winning approaches ahead of competitors (Mihalache *et al*., 2014). This can be difficult without the Top Management sharing responsibility since it requires swiftness both in anticipating business changes and response to them.

Being ahead of competition requires the effort of more than one person sharing responsibility in a business firm. It requires knowledge of the current stand of the competitors, anticipating opportunities and putting together ideas of how to take

advantage of these opportunities. With shared responsibility especially among the Top Management Team, opportunities when identified are quickly responded to as a result of collective action.

5.1.9 The moderating effect of Top Management Team shared responsibility on the relationship between Risk taking and perceived non-financial performance of star-rated hotels in Uganda

The study findings in regards to H7c which postulated that Top Management Team shared responsibility has no moderating effect on the relationship between Risk-taking and perceived non-financial performance of start-rated hotels in Uganda, indicate that Top Management Team shared responsibility does not moderate the relationship between Risk taking and perceived non-financial performance (β = -.039, p = .403)

Previous studies have posited that the success of risk taking dimension in performing its function depends on the corporate environment and the capability to shape the environment (Stulz, 2015). Such a strategic role is carried out by Top Management Team upon which this study is revealing an interesting finding where the TMT shared Responsibility does not have the expected moderating effect on the relationship between Risk-taking and perceived non-financial performance despite risk-taking having a significant direct effect on perceived non-financial performance.

The finding could be explained by the fact that although risk taking can bring high returns to a firm, these must be calculated risks as it can cause reverse effects to a business firm. At the time of data collection, the COVID-19 negative impact on business performance was prevalent in the hotel sector which benefits from social gatherings that were against the standard operating procedures. This situation made the then current business environment and future unpredictable yet risk taking needs to be

grounded in market intelligence to make better and more calculated risk decisions which may go beyond just TMT sharing responsibility. Besides risk taking is inherently an entrepreneurial characteristic which exists with or without Top Management Shared Responsibility.

5.1.10 The moderating effect of Top Management Team shared responsibility on the relationship between Autonomy and perceived non-financial performance of star-rated hotels in Uganda

Hypothesis (H7d), which posited that "Top Management Team shared responsibility has no moderating effect on the relationship between Autonomy and perceived non-financial performance of start-rated hotels in Uganda" was tested and results revealed that Top Management Team Shared Responsibility moderates the relationship between Autonomy and perceived non-financial performance with β =.-.043 and p = .025. Such an interaction is consistent with the findings of several previous studies which have revealed that ability of firm employees to act independently and freely make decision that are pertinent to the business processes result in improved firm performance.

Previous studies have shown that autonomy enhances employee satisfaction (Jong, 2016) due to the feeling of independence and inclusiveness in business decision making. TMT shared responsibility further acts as a link autonomy and performance since it enables information sharing across the business upon which employees can make informed independent decisions on behalf of the business firm. In addition, Langfred, (2000) urges that autonomy at work reduces the interactions between employees and individuals become more independent and gain greater control over the planning and implementation of their tasks. This justifies the role of TMT shared responsibility in mitigating the negative effects of autonomy on firm performance.

Figure 4.5, further reveals that hotels with low levels of autonomy, can only increase perceived non-financial performance by embracing high Top Management Team Shared Responsibility as high performance is highly correlated with Shared Responsibility. It is thus reasonable for star-rated hotels to hunch that a hybrid strategy, which combines autonomy with Top Management Team shared responsibility, is effective in gaining improved performance for firms.

5.1.11 The moderating effect of Top Management Team shared responsibility on the relationship between Competitive-aggressiveness and perceived non-financial performance of star-rated hotels in Uganda

The study findings indicate that Top Management Team shared responsibility moderates the relationship between competitive aggressiveness and perceived non-financial performance (β = -.093, *p* =. -0.43). Figure 4.6 supports the study finding as hotel performance increases with high levels of TMSR and drops with low levels of TMTSR. Thus, TMTSR acts as a remedy in situations of low competitive aggressiveness. This interaction is supported by Upper echelons theory which holds that top managers, based on their own set of cognitions and experiences, make choices and decisions that shape a firm's competitive posture.

Studies indicate that TMTs that share responsibility are likely to arrive at strategic consensus; hence, are able to quickly implementation of maneuvers comprising a strategy. Nadkarni, Chen & Chen, (2016).) suggested that the interaction of the top management team substantially influence competitive behaviors. Ultimately, this study results point at an interesting contribution to literature where TMTS that don’t share responsibility might be capable of taking on a large volume of actions, but they are

hampered in their ability to agree to complex patterns of actions that determine firm performance.

5.2 Conclusion of the Study

This study aimed to establish the effect of entrepreneurial orientation on perceived non-financial performance which has done by examining the individual contribution of the dimensions of entrepreneurial orientation. Also the Moderating effect of Top Management Shared Responsibility on the relationship between entrepreneurial orientation on perceived non-financial performance was examined.

This study concludes that entrepreneurial orientation positively and significantly affects hotel performance, explaining 58.1% of the variance in the dependent variable (perceived non-financial performance. All of the five dimensions that form entrepreneurial orientation, (innovativeness, Pro-activeness, risk-taking, autonomy, competitive-aggressiveness) have positive significant direct effects of perceived non-financial hotel performance.

Additionally, Top management Team shared responsibility moderates the relationship between; Innovativeness and perceived non-financial performance; Pro-activeness and perceived non-financial performance, Autonomy and perceived non-financial performance and finally Top Management Team shared responsibility also moderates the relationship between competitive aggressiveness and perceived non-financial performance. However, Top Management Team shared responsibility does not moderate the relationship between Risk-taking and perceived non-financial performance.

5.3 Theoretical Implications of the Study

Theoretically, this study supports theory and contributes to the existing literature on the study variables. The findings enable a generalization of entrepreneurial orientation to the hospitality industry, with support from other studies by Tajeddini, (2010), and Tang, Kacmar, and Busenitz (2012) since most previous studies focused on other service sectors with limited studies in hospitality. In addition, the study adds some new knowledge by adopting Top Management Team Shared Responsibility as a moderator in the relationship between entrepreneurial orientation and perceived non-financial performance which reveals interaction effects that were absent in literature as most studies focused on mainly direct effects.

Then also, the study findings support the Resource Based View theory which conceptualizes firms to possess unique tangible and intangible assets and capabilities to attain competitive advantage and superior performance (Barney, 2001). And as such, firms need to possess, valuable and rare resources which must also be inimitable and non-substitutable so that the firm can sustain its advantage in the longer term. Entrepreneurial orientation and Top Management Team Shared Responsibility are therefore presented in this study basing on the findings as important intangible resources and capabilities essential for developing competitive advantage when properly implemented by star-rated hotels.

Finally, the study findings also lend support to the Upper Echelon Theory by building on the notion that the strategic outcomes of an organization are driven by its top management team (TMT) as a whole, rather than by individual members of the team (Hambrick and Mason, 1984). Results show that star-rated hotels that embrace

collective decision making and implementation rather than individualism are able to enhance their non- financial performance.

5.4 Policy Implication of the Study

The findings of this study can be used to inform policy in hospitality sector to enhance performance. Results of the study reveal that entrepreneurial orientation positively affects hotel performance and therefore policy makers at both national and firm levels should develop strategies and policies, to encourage entrepreneurial behavior among hospitality establishments.

The findings of this study call for government to support innovation among hospitality establishments in Uganda as it has been found to improve performance. This can be done through providing low interest loans for research and development activities to enable creation new services, processes and/or technologies. Also creativity and innovation can be rewarded through grants to further enhance such initiatives that have been proven to enhance hotel performance.

The hospitality sector governing bodies such as Uganda Hotel Owners 'Association (UHOA) and Uganda Tourism Board (UTB) should ensure close interaction with hospitality establishments to provide them with information regarding upcoming opportunities or changes in the sector. This will promote pro-activeness which this study has revealed to have a positive effect on firm performance. Information has been found to be an important resource which when utilized with the right capabilities can convert to improved hotel performance.

At the time of the study and up to now, the COVID-19 effects were/are prevalent in the hospitality industry in Uganda. The uncertainty in the market place, increased levels of unpredictability and dynamism make it hard for managers to take calculated risks hence

low risk taking ability. Government of Uganda should enable survival of star-rated hotels through their umbrella association; Uganda Hotel Owners ‘association to put up affordable business insurance policies. This will encourage business managers to take bold and far-reaching actions where necessary in order to attain the firm's aims of obtaining high returns given that they are assured of recovering their positions in case of major losses.

Furthermore, much as star-rated hotels subscribe to the Uganda Hotel Owners ‘Association, they should be allowed to carry out independent actions though with supervision to bring forth new ideas and carry it through to completion. This study finding reveal that the best results occur when individuals, teams or business firms decide for themselves what business opportunities to pursue. The governing bodies should therefore adopt an open door policy where star-rated hotels easily access guidance when required and continue to act independently for the growth of the sector.

The hospitality establishment governing bodies should encourage competition among star-rated hotels through rewarding star-rated hotels that attain a higher star-rating. This will motivate star-rated hotels to launch competitive attacks with a broad range of types of competitive actions and hence improve performance. The star-ratings can be revised more frequently so that star-rated hotels are kept in check to continuously find better ways of enhancing their image and hence the rating.

Finally, there is need to frequently organize managerial trainings to emphasize the need for senior hotel management to promotes cross-departmental team cohesion over separate departmental loyalty. Also these managers need to be sensitized to how to empower their employees and fellow managers to be able to switch responsibilities and be willing to help each other complete jobs and meet deadlines hence improved

performance. Benchmarking can also be emphasized through such trainings so that lower star-rated hotels can obtain some knowledge from the higher star- rated hotels on how to perform better.

5.5 Managerial Implications of the Study

The present study highlights the importance resources of; Entrepreneurial orientation in combination with Top Management Team Shared Responsibility towards enhancing business performance. The research findings show that hotel managers should invest resources in making significant changes to their products/services through emphasize pursuing new knowledge and rewarding new ideas. Also when drawing up strategies, the hotels should aim at enabling quick response to changes in the environment as this will enable them meet the needs of their customers hence customer satisfaction.

In relation with the competition, star-rated hotels should aim at being ahead of their competitors at all times by being first to introduce new products, services, management and techniques before the rest of the market players. This will enable them to always be ready for any changes in the market as they will have anticipated them and planned correctly in advance. This can be enhanced by investing resources in market research as it’s the source of current and reliable information on the status of a hotel in relation with the competitors.

Furthermore, hotel management ought to invest resources in market research so as to obtain information such that when confronted with decision-making situations involving uncertainty, they can confidently adopt a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities. This is because risks taken by a hotel should be calculated to avoid detrimental outcomes and this is not possible without timely and correct market knowledge.

Hotel managers should also to be able to adopt an open door policy where employees have access to information and can also communicate without interference. Also employees should be given freedom to decide on their own how to go about doing their work if they think it to be in the best interests of the hotel with minimum supervision. This kind of independence will enhance employee morale, quality of services, customer satisfaction and overall hotel performance.

The hotel general manager should involve other TMT members in decisions pertinent to the hotel operation such as entry into new market segments and changing policies that affect a portion of the hotel. Also TMT members should be encouraged to let each other know when their actions affect another team member's work such that there is a clear understanding of the job needs and challenges of other team members. As such, the senior management should promote cross-departmental team cohesion over separate departmental loyalty. This may require changing the leadership style of the hospitality establishments to make it less bureaucratic as bureaucracies hinder shared responsibility.

This study therefore provides hotel managers insight to help them evaluate the dimensions of entrepreneurial orientation in terms of perceptions of their known benefits to make informed decisions to achieve superior performance. Therefore, this study affirms that star-rated hotels should carefully invest their limited resources and engage in activities that leverage entrepreneurial Orientation in a manner that contributes to performance.

5.6 Limitations and Recommendations for Further Studies

This study has some limitations and one of them is the use of subjective measures (with Likert scales) to measure all the variables. Some studies argue that biases may arise not

only from employing Likert scales but also from gathering data from a single informant (Woodside, 2015). To overcome the single informant bias, the study follows the recommendations of Dal Zotto & Van Kranenburg (2008). This is because the target respondents of the study were the Top Management Team who are highly informed of the strategic orientation of the hotel and well as the performance levels hence optimal response is yielded. Future studies can consider having multiple respondents to include the customers and employees.

Also the study adopted a cross sectional research design where data was collected at a point in time; a longitudinal design is recommended in future to ascertain the results which are likely to reveal new, interesting and assess causality in the relationships under study. In addition, results of this study focused on only Top Management Team Shared Responsibility as a moderator in the relationship between entrepreneurial orientation and perceived non-financial performance. Future studies could include a higher number of intervening variables that may moderate or even mediate the relationship between the study variables.

Another limitation lies in the small sample since of the 53 star-rated hotels (265 questionnaires) Although the response rate was good (98.1%), it can influence the research results. This study should be expanded to other hospitality establishments such as lodges, motels and motels, hence a winder geographical scope and increased target population. The study was also quantitative in nature basing on primary data obtained using closed ended questionnaires. This limits obtaining a deeper insight into the respondents' knowledge and practice of the study concepts. Therefore, in the future, qualitative studies using in-depth interviews should be given consideration for a deeper

and wider understating of the study variables and maybe reveal other factors that affect hotel performance other than those considered for the study.

Finally, despite the persistent support found for the study of non-financial hotel performance, it would have been preferable to have had a combination of financial and non-financial performance data to assess the broader effects of an Entrepreneurial orientation on hotel performance. Whereas, business firms (star-rated hotels) often do not wish to willingly disclose objective financial data, and this study therefore focused on perceived non-financial performance, such a mix of measures would have been preferable.

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APPENDICES

Appendix 1: Survey Questionnaire

Dear Respondent,

You are kindly requested to take part in this study by filling this questionnaire which is intended to facilitate the study on performance of star rated hotels in Uganda. The study is for academic purposes and is carried out as partial requirement of the award of a Post Graduate qualification at Moi University, Kenya. Your responses will also be treated with utmost confidentiality. Your input is highly appreciated.

Researcher's email : amjustified2020@gmail.comor marinaitwe@mubs.ac.ug

UHOA email : ugandahotelsassociation@gmail.com

Section A: Hotel Attributes (*Please tick once for what applies to your hotel*)

A1-Name of Hotel……..

A2- Period for which the hotel has been operating in Uganda

Below 10 yrs	10 – 20 yrs	Over 20 yrs
1	2	3

A3- Hotel rating (stars)

Two Star	Three Star	Four Star	Five Star
1	2	3	4

A4- Number of rooms

Less than 21	21 – 40	41 – 50	Over 50
1	2	3	4

Section B: Background Information of respondent (*Please tick for what applies to you*)

B1- Gender Male ☐ Female ☐

B2- Age Group

21 – 30 yrs	31 – 40 yrs	41 – 50 yrs	Over 50 yrs
1	2	3	4

B3- Highest level of education

Diploma	Degree	Post Graduate	Other (Please specify)
1	2	3	4

B4- How long have you worked with the Hotel?

Less than 3 yrs	4 – 6 yrs	7 – 8 yrs	More than 8 yrs
1	2	3	4

B5. Department of responsibility

General Management	Front Office	Kitchen	House Keeping	Food & Beverage
1	2	3	4	5

Section C: Entrepreneurial Orientation

This section is interested in your view of Entrepreneurial Orientation of your hotel. Read each of the statements and answer by ticking the category that best suits your opinion.

1= Strongly Disagree, 2= Disagree,3= Neutral, 4= Agree, 5= Strongly Agree.

	Innovativeness (IN)	***Strongly Disagree***	***Disagree***	***Neutral***	***Agree***	***Strongly Agree***
IN1	Our hotel, attaches great importance to research and development activities	1	2	3	4	5
IN2	When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies	1	2	3	4	5
IN3	In the past one year my department has adopted new services, technologies and processes	1	2	3	4	5
IN4	We emphasize pursuing knowledge that fits a changing environment.	1	2	3	4	5
IN5	When drawing up strategies, our hotel easily responds changes in the environment.	1	2	3	4	5
IN6	Our hotel usually makes significant changes in products/services	1	2	3	4	5
IN7	Employees are rewarded for new ideas	1	2	3	4	5
IN8	Our hotel eliminates products or services in later stages of their life cycle.	1	2	3	4	5
	Pro-activeness (PA)					
PA1	Our hotel is always the first to introduce new ideas before other hotels.	1	2	3	4	5
PA2	Our hotel constantly seeks new opportunities related to its present operations.	1	2	3	4	5

PA3	Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions.	1	2	3	4	5
PA4	Our hotel usually avoids confrontation with other hotels.	1	2	3	4	5
PA5	In its relations with the competition, it is our hotel which normally starts the actions that its competitors respond to	1	2	3	4	5
PA6	Our hotel is often the first to introduce new products, services, management and techniques before the rest of the competitors	1	2	3	4	5
PA7	In general, our hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas	1	2	3	4	5
	Risk taking (RT)					
RT1	In our hotel we believe that in general that, due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims	1	2	3	4	5
RT2	Our hotel has a strong liking for uncertain projects with chances of very high returns.	1	2	3	4	5

		Strongly Disagree	***Disagree***	***Neutral***	***Agree***	***Strongly Agree***
RT3	When confronted with decision-making situations involving uncertainty, our hotel typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	1	2	3	4	5
RT4	When our hotel faces situations in which they have to make decisions which involve uncertainty, they tend to easily adopt	1	2	3	4	5
RT5	Because of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources.	1	2	3	4	5
RT6	When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision.	1	2	3	4	5
	Autonomy (A)					
AU1	Our hotel gives employees freedom and independence to decide on their own how to go about doing their work	1	2	3	4	5

AU2	Our hotel gives employees access to all vital information	1	2	3	4	5
AU3	Employees are given authority and responsibility to act alone if they think it to be in the best interests of the hotel	1	2	3	4	5
AU4	Employees are free to communicate without interference	1	2	3	4	5
AU5	As a manager, I support the independent actions of an individual or a team under my supervision to bring forth an idea or a vision and carry it through to completion	1	2	3	4	5
AU6	Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks	1	2	3	4	5
AU7	As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue	1	2	3	4	5
	Competitive-aggressiveness (CA)					
CA1	Our hotel responds faster to rivals' challenges	1	2	3	4	5
CA2	In our hotel, we try to undo the competition as best as we can	1	2	3	4	5
CA3	Our hotel initiates actions in order to capture market opportunities	1	2	3	4	5
CA4	When competitors attack, our hotel responds very fast	1	2	3	4	5
CA5	Our hotel conducts long duration of competitive moves	1	2	3	4	5
CA6	Our hotel carries out competitive attacks with a broad range of types of competitive actions	1	2	3	4	5

Section D: Top Management Team Shared Responsibility (TMTSR)

This section is interested in your view of **Top Management Team Shared Responsibility** in your hotel. Read each of the statements and answer by ticking the category that best suits your opinion. **1= Strongly Disagree, 2= Disagree,3= Neutral, 4= Agree, 5= Strongly Agree.**

	The general manager involves TMT members in decision making regarding:	***Strongly Disagree***	***Disagree***	***Neutral***	***Agree***	***Strongly Agree***

SR1	Entry into new market segments	1	2	3	4	5
SR2	Changing policies that affect a portion of the firm	1	2	3	4	5
SR3	Hiring midlevel management personnel	1	2	3	4	5
	TMT members:					
SR4	Discuss their expectations of each other	1	2	3	4	5
	Departments' coordination					
SR5	Individual departments are evaluated on their joint performance instead of separate departmental performance.	1	2	3	4	5
SR6	Our senior management promotes cross-departmental team cohesion over separate departmental loyalty.	1	2	3	4	5

Section E:Perceived Non-Financial Hotel Performance (HP)

This section is interested in your view of your Hotel Performance. Read each of the statements and answer by ticking the category that suits your hotel performance knowledge.

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

	Non-Financial performance	***Strongly Disagree***	***Disagree***	***Neutral***	***Agree***	***Strongly Agree***
NF1	Customers like the services offered to them by our employees	1	2	3	4	5
NF2	Our hotel continuously aims to maintain or improve its star-rating	1	2	3	4	5
NF3	We have standard design- facilities, renovations and maintenance systems in place	1	2	3	4	5
NF4	Our hotel guests enjoy relaxation, exercise, and refreshment.	1	2	3	4	5
NF5	Customer requirements are met on time	1	2	3	4	5

THANK YOU

Appendix 2: List of Star Rated Hotels in Uganda

Five-Star hotels
Kampala Serena Hotel
Sheraton Kampala Hotel
Munyonyo Commonwealth resort
Mbale resort
Lake Victoria Serena Golf Resort and Spar
Four –Star hotels
Speke Resort Munyonyo
Royal suites
Hotel Africana and convention centre
Protea hotel
Imperial Royale
Golf course hotel
Igongo Cultural Hotel
Imperial Golf View Hotel
Jinja Nile resort
Lake view resort Mbarara
Laico, Lake victoria hotel
Protea Entebbe Hotel
Imperial Resort Beach Hotel
Three-Star hotels
Ivys Hotel Kampala
Mackinnon suites Kampala
Kabira Country Club
Grand Imperial Hotel
Silver Springs Hotel
Sports View Hotel
Fairway Hotel
Fang Fang Hotel
Agip Motel Mbarara
Bomah Hotel Gulu
Imperial Botanical Beach Hotel
Colline Hotel Mukono
Mountains of the Moon Hotel Fortportal
Nanjing Hotel
The White Castle Hotel Arua
Wash and Wills Hotel Mbale
White Horse Inn Kabale
Two-Star
Speke Hotel
Metropole Hotel

Hotel Triangle
Hotel Ruch
Eureka Place
Arch Apartments
Sky Hotel international
Sir Jose Hotel
Shangri la Hotel
Mt Zion Hotel
Airport view Hotel
Arcadia Lodges Bunyonyi
Imperial Botanical Beach Hotel
Bunyonyi Overland Resort
Central Inn
Gulu Churchhill Courts
Golden Courts Hotel
Green Hills Hotel Kabale
Hotel Kash, Bananuka drive
Hotel Kash, Masaka Road
Kalya Courts Hotel
Hotel Paradise on the Nile
Mt. Elgon Hotel and Spa
Nabisere Hotel
New Classic Hotel
Ridar Hotel
Sandton Hotel

Source: Uganda Hotel Owner's Association,2020 (UHOA)

Appendix 3: Pilot Study Reliability

Reliability Statistics perceived non-financial performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.587	.620	8

Item-Total Statistics for perceived non-financial performance

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
HPENF1	29.2794	7.145	.012	.033	.676
HPENF2	28.7045	6.201	.447	.284	.504
HPENF3	28.8988	7.433	.195	.113	.578
HPENF4	28.7409	6.892	.222	.132	.574
HPENF5	28.6964	6.538	.389	.261	.526
HPENF6	28.8866	6.784	.292	.151	.553
HPENF7	28.7004	6.227	.437	.249	.508
HPENF8	28.7247	5.948	.501	.325	.484

Reliability Statistics for innovativeness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.512	.514	11

Reliability Statistics for pro-activeness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.542	.548	7

Item-Total Statistics for pro-activeness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENOPA1	22.2551	5.329	.348	.218	.467
ENOPA2	21.9352	5.443	.386	.219	.452

Item-Total Statistics for Innovativeness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENOIN1	40.6316	7.811	.290	.305	.460
ENOIN2	40.0567	8.842	.269	.311	.471
ENOIN3	40.2510	9.603	.184	.133	.495
ENOIN4	40.4899	9.194	.143	.168	.507
ENOIN5	40.4656	9.843	.044	.187	.527
HPENF6	40.5911	9.210	.120	.301	.515
ENOIN7	40.0931	9.548	.085	.154	.521
ENOIN8	40.0486	9.063	.248	.292	.478
ENOIN9	40.2389	8.955	.264	.159	.473
ENOIN10	40.0526	8.749	.292	.284	.464
ENOIN11	40.0769	8.396	.364	.325	.442
ENOPA3	22.3846	6.880	.004	.015	.608
ENOPA4	22.0283	6.003	.300	.131	.492
ENOPA5	22.1012	5.904	.332	.167	.480
ENOPA6	22.0648	6.004	.272	.108	.502
ENOPA7	21.8704	6.186	.295	.173	.496

Reliability Statistics for Risk Taking

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.528	.529	3

Item-Total Statistics for Risk-taking

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENORT1	7.7652	1.156	.307	.095	.481
ENORT3	7.7004	.812	.382	.146	.361
ENORT5	7.8623	1.013	.346	.122	.419

Reliability Statistics for Autonomy

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.716	.690	7

Item-Total Statistics for Autonomy

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENOAU1	21.2834	8.862	.535	.429	.654
ENOAU2	21.5911	8.495	.571	.388	.642
ENOAU3	21.1822	9.223	.492	.304	.666
ENOAU4	21.2551	7.939	.652	.474	.615
ENOAU5	20.8097	10.675	.320	.162	.707
ENOAU6	20.7652	11.237	.233	.160	.722
ENOAU7	20.8785	11.611	.135	.045	.740

Reliability Statistics for Competitive aggressiveness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.535	.561	6

Item-Total Statistics for competitive aggressiveness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENOCA1	19.5587	3.239	.330	.182	.467
ENOCA2	19.7976	4.447	.058	.061	.589
ENOCA3	19.4049	3.949	.301	.168	.481
ENOCA4	19.5061	3.690	.384	.160	.441
ENOCA5	19.6356	4.127	.428	.280	.455
ENOCA6	19.6478	3.684	.292	.242	.484

Reliability Statistics for Top Management Team Shared Responsibility

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.689	.689	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TSHR1	20.9879	4.565	.494	.276	.623
TSHR2	21.0243	5.081	.288	.123	.691
TSHR3	20.9798	4.768	.475	.251	.631
TSHR4	21.1700	5.142	.310	.150	.682
TSHR5	20.9838	4.805	.400	.178	.654
TSHR6	21.0081	4.317	.559	.322	.597

Appendix 4: Descriptive statistics

Descriptive Statistics perceived Non-Financial performance

	N	Minimum	Maximum	Mean	Std. Deviation
Our hotel continuously aims to maintain or improve its star-rating	247	2.00	5.00	4.2510	.63258
Our hotel guests enjoy relaxation, exercise, and refreshment.	247	1.00	5.00	4.2470	.68650
Customers like the services offered to them by our employees	247	1.00	5.00	4.2429	.68499
Customer requirements are met on time	247	1.00	5.00	4.2227	.71213
We have standard design- facilities, renovations and maintenance systems in place	247	1.00	5.00	4.0607	.65048
Valid N (listwise)	247				

Descriptive Statistics for Innovativeness

	N	Minimum	Maximum	Mean	Std. Deviation
Our hotel, attaches great importance to research and development activities	247	1.00	5.00	4.0607	.84606
When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies	247	2.00	5.00	3.9838	.62448
We emphasize pursuing knowledge that fits a changing environment.	247	1.00	5.00	3.9757	.68031
When drawing up strategies, our hotel easily responds changes in the environment.	247	2.00	5.00	3.9028	.70902
Employees are rewarded for new ideas	247	1.00	5.00	3.8947	.89093
Our hotel usually makes significant changes in products/services	247	2.00	5.00	3.8907	.66274
In the past one year my department has adopted new services, technologies and processes	247	1.00	5.00	3.8462	.76550
Our hotel eliminates products or services in later stages of their life cycle.	247	1.00	5.00	3.6397	.77808
Valid N (listwise)	247				

Descriptive Statistics for Pro-activeness

	N	Minimum	Maximum	Mean	Std. Deviation
In general, our hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas	247	1.00	5.00	3.9028	.64287
Our hotel constantly seeks new opportunities related to its present operations.	247	1.00	5.00	3.8381	.80527
Our hotel usually avoids confrontation with other hotels.	247	1.00	5.00	3.7449	.70691
Our hotel is often the first to introduce new products, services, management and techniques before the rest of the competitors	247	1.00	5.00	3.7085	.74083
In its relations with the competition, it is our hotel which normally starts the actions that its competitors respond to	247	1.00	5.00	3.6721	.70549
Our hotel is always the first to introduce new ideas before other hotels.	247	1.00	5.00	3.5182	.88728
Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions.	247	1.00	5.00	3.3887	.80317
Valid N (listwise)	247				

Descriptive Statistics for Competitive aggressiveness

	N	Minimum	Maximum	Mean	Std. Deviation
Our hotel initiates actions in order to capture market opportunities	247	2.00	5.00	4.1053	.62229
When competitors attack, our hotel responds very fast	247	1.00	5.00	4.0040	.65331
Our hotel responds faster to rivals' challenges	247	1.00	6.00	3.9514	.88671
Our hotel conducts long duration of competitive moves	247	2.00	5.00	3.8745	.43761
Our hotel carries out competitive attacks with a broad range of types of competitive actions	247	1.00	5.00	3.8623	.74714
In our hotel, we try to undo the competition as best as we can	247	1.00	5.00	3.7126	.68251
Valid N (listwise)	247				

Descriptive Statistics for Top Management Team Shared Responsibility

	N	Minimum	Maximum	Mean	Std. Deviation
Entry into new market segments	247	1.00	5.00	4.0567	.81949
Hiring midlevel management personnel	247	1.00	5.00	4.0081	.68070
Changing policies that affect a portion of the firm	247	2.00	5.00	3.9879	.68362
Individual departments are evaluated on their joint performance instead of separate departmental performance.	247	2.00	5.00	3.9595	.48387
Discuss their expectations of each other	247	1.00	5.00	3.8907	.68683
Our senior management promotes cross-departmental team cohesion over separate departmental loyalty.	247	1.00	5.00	3.8583	.74909
Valid N (listwise)	247				

Appendix 5: Factor Analysis

Factor analysis for Perceived Non-Financial Hotel Performance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	185.311
	Df	10
	Sig.	.000

Communalities

	Initial	Extraction
Customers like the services offered to them by our employees	1.000	.541
Our hotel continuously aims to maintain or improve its star-rating	1.000	.490
We have standard design- facilities, renovations and maintenance systems in place	1.000	.304
Our hotel guests enjoy relaxation, exercise, and refreshment.	1.000	.371
Customer requirements are met on time	1.000	.547

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.253	45.069	45.069	2.253	45.069	45.069
2	.895	17.908	62.977			
3	.698	13.966	76.943			
4	.603	12.056	88.998			
5	.550	11.002	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
Customers like the services offered to them by our employees	.736
Our hotel continuously aims to maintain or improve its star-rating	.700
We have standard design- facilities, renovations and maintenance systems in place	.552
Our hotel guests enjoy relaxation, exercise, and refreshment.	.609
Customer requirements are met on time	.740

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

Factor analysis for Innovativeness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.686
Bartlett's Test of Sphericity	Approx. Chi-Square	250.466
	Df	28
	Sig.	.000

Communalities

	Initial	Extraction
Our hotel, attaches great importance to research and development activities	1.000	.657
When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies	1.000	.627
In the past one year my department has adopted new services, technologies and processes	1.000	.416
We emphasize pursuing knowledge that fits a changing environment.	1.000	.655
When drawing up strategies, our hotel easily responds changes in the environment.	1.000	.573
Our hotel usually makes significant changes in products/services	1.000	.707
Employees are rewarded for new ideas	1.000	.678
Our hotel eliminates products or services in later stages of their life cycle.	1.000	.390

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.377	29.711	29.711	2.377	29.711	29.711	1.639	20.487	20.487
2	1.276	15.954	45.664	1.276	15.954	45.664	1.636	20.447	40.934
3	1.049	13.108	58.772	1.049	13.108	58.772	1.427	17.838	58.772
4	.876	10.948	69.720						
5	.735	9.187	78.907						
6	.638	7.972	86.879						
7	.578	7.229	94.108						
8	.471	5.892	100.000						

Component Matrix[a]

	Component		
	1	2	3
Our hotel, attaches great importance to research and development activities	.511	.605	
When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies		.611	
In the past one year my department has adopted new services, technologies and processes	.575		
We emphasize pursuing knowledge that fits a changing environment.	.514		
When drawing up strategies, our hotel easily responds changes in the environment.	.632		
Our hotel usually makes significant changes in products/services			.625
Employees are rewarded for new ideas	.690		
Our hotel eliminates products or services in later stages of their life cycle.			

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix[a]

	Component		
	1	2	3
Our hotel, attaches great importance to research and development activities	.800		
When drawing up strategies, our hotel puts an emphasis on coming up with new services, processes and/or technologies	.762		
In the past one year my department has adopted new services, technologies and processes	.560		
We emphasize pursuing knowledge that fits a changing environment.		.809	
When drawing up strategies, our hotel easily responds changes in the environment.		.512	.557
Our hotel usually makes significant changes in products/services			.837
Employees are rewarded for new ideas		.778	
Our hotel eliminates products or services in later stages of their life cycle.			.590

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

Factor analysis for Pro-activeness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.658
Bartlett's Test of Sphericity	Approx. Chi-Square	153.212
	Df	21
	Sig.	.000

Communalities

	Initial	Extraction
Our hotel is always the first to introduce new ideas before other hotels.	1.000	.638
Our hotel constantly seeks new opportunities related to its present operations.	1.000	.620
Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions.	1.000	.904
Our hotel usually avoids confrontation with other hotels.	1.000	.455
In its relations with the competition, it is our hotel which normally starts the actions that its competitors respond to	1.000	.523
Our hotel is often the first to introduce new products, services, management and techniques before the rest of the competitors	1.000	.508
In general, our hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas	1.000	.594

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.040	29.139	29.139	2.040	29.139	29.139	1.643	23.475	23.475
2	1.163	16.614	45.753	1.163	16.614	45.753	1.559	22.273	45.748
3	1.039	14.846	60.599	1.039	14.846	60.599	1.040	14.852	60.599
4	.785	11.219	71.818						
5	.753	10.760	82.578						
6	.693	9.899	92.477						
7	.527	7.523	100.000						

Component Matrix[a]

	Component		
	1	2	3
Our hotel is always the first to introduce new ideas before other hotels.	.614	-.505	
Our hotel constantly seeks new opportunities related to its present operations.	.636		
Our hotel usually responds to actions by competitors and is rarely the first hotel operator to undertake actions.			.950
Our hotel usually avoids confrontation with other hotels.	.579		
In its relations with the competition, it is our hotel which normally starts the actions that its competitors respond to	.611		
Our hotel is often the first to introduce new products, services, management and techniques before the rest of the competitors			
In general, our hotel management has a strong tendency to be a step ahead of the other competitors in introducing new products and ideas	.560	.521	

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Component Transformation Matrix

Component	1	2	3
1	.740	.672	-.018
2	-.672	.740	.019
3	.026	-.002	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Factor analysis for Risk Taking

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.571
Bartlett's Test of Sphericity	Approx. Chi-Square	77.175
	Df	15
	Sig.	.000

Communalities

	Initial	Extraction
In our hotel we believe that in general that, due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims	1.000	.492
Our hotel has a strong liking for uncertain projects with chances of very high returns.	1.000	.634
When confronted with decision-making situations involving uncertainty, our hotel typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	1.000	.626
When our hotel faces situations in which they have to make decisions which involve uncertainty, they tend to easily adopt	1.000	.883
Because of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources.	1.000	.526
When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision.	1.000	.701

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.612	26.861	26.861	1.612	26.861	26.861	1.578	26.299	26.299
2	1.183	19.710	46.570	1.183	19.710	46.570	1.216	20.265	46.564
3	1.069	17.816	64.386	1.069	17.816	64.386	1.069	17.822	64.386
4	.775	12.923	77.309						
5	.731	12.178	89.487						
6	.631	10.513	100.000						

Component Matrix[a]

	Component		
	1	2	3
In our hotel we believe that in general that, due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims	.652		
Our hotel has a strong liking for uncertain projects with chances of very high returns.		.644	
When confronted with decision-making situations involving uncertainty, our hotel typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	.743		
When our hotel faces situations in which they have to make decisions which involve uncertainty, they tend to easily adopt			.938
Because of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources.	.676		
When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision.		.818	

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
In our hotel we believe that in general that, due to the nature of the environment, bold and far-reaching actions are necessary in order to attain the firm's aims	.656		
Our hotel has a strong liking for uncertain projects with chances of very high returns.		.742	
When confronted with decision-making situations involving uncertainty, our hotel typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.	.750		
When our hotel faces situations in which they have to make decisions which involve uncertainty, they tend to easily adopt			.939
Because of the dynamic environment, our hotel prefers to make incremental investments, starting with small investments and gradually increasing the commitment of resources.	.722		
When our hotel faces a decision with some degree of uncertainty, it usually adopts a conservative stance to minimize the risk of a wrong decision.		.804	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

Component Transformation Matrix

Component	1	2	3
1	.960	.280	.017
2	-.280	.959	.044
3	-.004	-.047	.999

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Factor analysis for Autonomy

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	307.441
	Df	15
	Sig.	.000

Communalities

	Initial	Extraction
Our hotel gives employees freedom and independence to decide on their own how to go about doing their work	1.000	.672
Our hotel gives employees access to all vital information	1.000	.615
Employees are given authority and responsibility to act alone if they think it to be in the best interests of the hotel	1.000	.519
Employees are free to communicate without interference	1.000	.665
Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks	1.000	.654
As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue	1.000	.483

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
Our hotel gives employees freedom and independence to decide on their own how to go about doing their work	.782	
Our hotel gives employees access to all vital information	.784	
Employees are given authority and responsibility to act alone if they think it to be in the best interests of the hotel	.680	
Employees are free to communicate without interference	.815	

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.506	41.768	41.768	2.506	41.768	41.768	2.407	40.110	40.110
2	1.101	18.351	60.120	1.101	18.351	60.120	1.201	20.010	60.120
3	.925	15.413	75.533						
4	.602	10.039	85.572						
5	.493	8.216	93.788						
6	.373	6.212	100.000						

Extraction Method: Principal Component Analysis.

Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks		.732
As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue		.669

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix[a]

	Component	
	1	2
Our hotel gives employees freedom and independence to decide on their own how to go about doing their work	.820	
Our hotel gives employees access to all vital information	.756	
Employees are given authority and responsibility to act alone if they think it to be in the best interests of the hotel	.719	
Employees are free to communicate without interference	.792	
Our hotel enables employees to perform jobs that allow them to make changes in the way they perform their work tasks		.797
As a manager I believe that the best results occur when individuals and/or teams decide for themselves what business opportunities to pursue		.695

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

Factor analysis for Competitive aggressiveness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.619
Bartlett's Test of Sphericity	Approx. Chi-Square	161.534
	Df	15
	Sig.	.000

Communalities

	Initial	Extraction
Our hotel responds faster to rivals' challenges	1.000	.581
In our hotel, we try to undo the competition as best as we can	1.000	.359
Our hotel initiates actions in order to capture market opportunities	1.000	.592
When competitors attack, our hotel responds very fast	1.000	.420
Our hotel conducts long duration of competitive moves	1.000	.684
Our hotel carries out competitive attacks with a broad range of types of competitive actions	1.000	.559

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.972	32.868	32.868	1.972	32.868	32.868	1.682	28.040	28.040
2	1.223	20.378	53.245	1.223	20.378	53.245	1.512	25.205	53.245
3	.985	16.415	69.660						
4	.684	11.402	81.062						
5	.646	10.760	91.822						
6	.491	8.178	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
Our hotel responds faster to rivals' challenges	.619	
In our hotel, we try to undo the competition as best as we can		.574
Our hotel initiates actions in order to capture market opportunities	.574	-.512
When competitors attack, our hotel responds very fast	.624	
Our hotel conducts long duration of competitive moves	.676	
Our hotel carries out competitive attacks with a broad range of types of competitive actions	.619	

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

Rotated Component Matrix[a]

	Component	
	1	2
Our hotel responds faster to rivals' challenges	.761	
In our hotel, we try to undo the competition as best as we can		.556
Our hotel initiates actions in order to capture market opportunities	.768	
When competitors attack, our hotel responds very fast	.599	
Our hotel conducts long duration of competitive moves		.793
Our hotel carries out competitive attacks with a broad range of types of competitive actions		.713

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.783	.622
2	-.622	.783

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Factor analysis for Top Management Team Shared Responsibility

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.675
Bartlett's Test of Sphericity	Approx. Chi-Square	192.296
	Df	15
	Sig.	.000

Communalities

	Initial	Extraction
Entry into new market segments	1.000	.624
Changing policies that affect a portion of the firm	1.000	.741
Hiring midlevel management personnel	1.000	.468
Discuss their expectations of each other	1.000	.412
Individual departments are evaluated on their joint performance instead of separate departmental performance.	1.000	.504
Our senior management promotes cross-departmental team cohesion over separate departmental loyalty.	1.000	.597

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.169	36.152	36.152	2.169	36.152	36.152	1.708	28.461	28.461
2	1.177	19.615	55.767	1.177	19.615	55.767	1.638	27.306	55.767
3	.823	13.719	69.486						
4	.710	11.834	81.320						
5	.661	11.016	92.336						
6	.460	7.664	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
Entry into new market segments	.758	
Changing policies that affect a portion of the firm	.561	-.653
Hiring midlevel management personnel	.601	
Discuss their expectations of each other	.502	
Individual departments are evaluated on their joint performance instead of separate departmental performance.	.587	
Our senior management promotes cross-departmental team cohesion over separate departmental loyalty.	.568	.524

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Component Transformation Matrix

Component	1	2
1	.731	.682
2	-.682	.731

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotated Component Matrix[a]

	Component	
	1	2
Entry into new market segments	.707	
Changing policies that affect a portion of the firm	.856	
Hiring midlevel management personnel	.662	
Discuss their expectations of each other		.635
Individual departments are evaluated on their joint performance instead of separate departmental performance.		.692
Our senior management promotes cross-departmental team cohesion over separate departmental loyalty.		.770

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

Appendix 6. Reliability Results

Reliability Statistics for Non-Financial performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.691	.690	5

Item-Total Statistics for Non-Financial performance

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
HPENF1	16.7814	3.334	.511	.275	.613
HPENF2	16.7733	3.550	.474	.247	.631
HPENF3	16.9636	3.791	.342	.144	.684
HPENF4	16.7773	3.605	.385	.170	.668
HPENF5	16.8016	3.233	.524	.280	.606

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.309	.148	.414	.265	2.789	.007	5

Reliability Statistics for innovativeness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.656	.655	8

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.192	.018	.418	.400	22.974	.011	8

Reliability Statistics for Pro-activeness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.608	.609	6

Item-Total Statistics for innovativeness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENOIN1	27.1336	8.238	.330	.216	.631
ENOIN2	27.2105	8.972	.319	.193	.633
ENOIN3	27.3482	8.309	.376	.171	.618
ENOIN4	27.2186	8.814	.317	.197	.633
ENOIN5	27.2915	8.346	.417	.255	.608
ENOIN6	27.3036	8.952	.294	.179	.638
ENOIN7	27.2996	7.471	.470	.312	.589
ENOIN8	27.5547	8.728	.266	.089	.647

Item-Total Statistics for pro-activeness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENOPA1	18.8664	4.669	.371	.217	.552
ENOPA2	18.5466	4.842	.392	.215	.541
ENOPA3	18.6397	5.272	.341	.126	.563
ENOPA4	18.7126	5.214	.363	.166	.555
ENOPA5	18.6761	5.415	.266	.103	.593
ENOPA6	18.4818	5.503	.320	.172	.573

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.206	.060	.408	.348	6.787	.008	6

Reliability Statistics for Risk-Taking

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.528	.529	3

Item-Total Statistics for Risk-Taking

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENORT1	7.7652	1.156	.307	.095	.481
ENORT2	7.7004	.812	.382	.146	.361
ENORT3	7.8623	1.013	.346	.122	.419

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.272	.222	.321	.099	1.446	.002	3

Reliability Statistics for Autonomy

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.761	.752	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.377	.123	.544	.421	4.420	.019	5

Reliability Statistics for competitive aggressiveness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.589	.611	5

Item-Total Statistics for competitive-aggressiveness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ENOCA1	15.8462	2.578	.380	.181	.525
ENOCA2	15.6923	3.255	.358	.157	.529
ENOCA3	15.7935	3.165	.368	.145	.523
ENOCA4	15.9231	3.600	.395	.256	.534
ENOCA5	15.9352	3.093	.303	.240	.561

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.239	.119	.482	.363	4.056	.012	5

Reliability Statistics for Top Management Team Shared Responsibility

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.639	.640	6

Item-Total Statistics for Top management Team Shared Responsibility

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TSHSR1	19.7045	3.778	.529	.336	.523
TSHSR2	19.7733	4.680	.333	.256	.608
TSHSR3	19.7530	4.577	.375	.166	.593
TSHSR4	19.8704	4.772	.297	.113	.622
TSHSR5	19.8016	5.095	.369	.167	.603
TSHSR6	19.9028	4.503	.337	.198	.609

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.229	.036	.451	.415	12.422	.012	6

Appendix 7: Correlation Analysis Results

		Zscore(HpPerf)	Zscore(Innov)	Zscore(ProAct)	Zscore(RiskTak)	Zscore(Autono)	Zscore(ComAggr)	Zscore(TMSR)
Zscore(HpPerf)	Pearson Correlation	1	.682**	.481**	.428**	.582**	.389**	.581**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	247	247	247	247	247	247	247
Zscore(Innov)	Pearson Correlation	.682**	1	.466**	.306**	.354**	.399**	.511**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	247	247	247	247	247	247	247
Zscore(ProAct)	Pearson Correlation	.481**	.466**	1	.225**	.268**	.213**	.337**
	Sig. (2-tailed)	.000	.000		.000	.000	.001	.000
	N	247	247	247	247	247	247	247
Zscore(RiskTak)	Pearson Correlation	.428**	.306**	.225**	1	.232**	.458**	.597**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	247	247	247	247	247	247	247
Zscore(Autono)	Pearson Correlation	.582**	.354**	.268**	.232**	1	.153*	.270**
	Sig. (2-tailed)	.000	.000	.000	.000		.016	.000
	N	247	247	247	247	247	247	247
Zscore(ComAggr)	Pearson Correlation	.389**	.399**	.213**	.458**	.153*	1	.600**
	Sig. (2-tailed)	.000	.000	.001	.000	.016		.000
	N	247	247	247	247	247	247	247
Zscore(TMSR)	Pearson Correlation	.581**	.511**	.337**	.597**	.270**	.600**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	247	247	247	247	247	247	247

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix 8: SPSS Regression results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.287[a]	.082	.075	.96178725	.082	10.968	2	244	.000
2	.814[b]	.663	.653	.58864966	.581	82.476	5	239	.000
3	.824[c]	.680	.669	.57545090	.016	12.089	1	238	.001
4	.830[d]	.689	.677	.56850743	.009	6.849	1	237	.009
5	.833[e]	.694	.681	.56481344	.005	4.110	1	236	.044
6	.834[f]	.695	.681	.56516914	.001	.703	1	235	.403
7	.837[g]	.701	.686	.56028544	.007	5.115	1	234	.025
8	.841[h]	.707	.690	.55655956	.005	4.144	1	233	.043

a. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms

b. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms , Zscore(Innov), Zscore(Autono), Zscore(RiskTak), Zscore(ProAct), Zscore(ComAggr)

c. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms , Zscore(Innov), Zscore(Autono), Zscore(RiskTak), Zscore(ProAct), Zscore(ComAggr), Zscore(TMSR)

d. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms , Zscore(Innov), Zscore(Autono), Zscore(RiskTak), Zscore(ProAct), Zscore(ComAggr), Zscore(TMSR), X1

e. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms , Zscore(Innov), Zscore(Autono), Zscore(RiskTak), Zscore(ProAct), Zscore(ComAggr), Zscore(TMSR), X1, X2

f. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms , Zscore(Innov), Zscore(Autono), Zscore(RiskTak), Zscore(ProAct), Zscore(ComAggr), Zscore(TMSR), X1, X2, X3

g. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms , Zscore(Innov), Zscore(Autono), Zscore(RiskTak), Zscore(ProAct), Zscore(ComAggr), Zscore(TMSR), X1, X2, X3, X4

h. Predictors: (Constant), Period for which the hotel has been operating in Uganda, Number of rooms , Zscore(Innov), Zscore(Autono), Zscore(RiskTak), Zscore(ProAct), Zscore(ComAggr), Zscore(TMSR), X1, X2, X3, X4, X5

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.131	.260		-4.345	.000
Number of rooms	.234	.064	.228	3.676	.000
Period for which the hotel has been operating in Uganda	.238	.101	.146	2.356	.019
(Constant)	-.284	.168		-1.693	.092
Number of rooms	.141	.044	.137	3.188	.002
Period for which the hotel has been operating in Uganda	-.046	.068	-.028	-.673	.502
Zscore(Innov)	.400	.047	.400	8.492	.000
Zscore(ProAct)	.126	.043	.126	2.900	.004
Zscore(RiskTak)	.169	.045	.169	3.753	.000
Zscore(Autono)	.314	.042	.314	7.411	.000
Zscore(ComAggr)	.118	.048	.118	2.485	.014
(Constant)	-.216	.165		-1.310	.192
Number of rooms	.127	.043	.124	2.946	.004
Period for which the hotel has been operating in Uganda	-.061	.067	-.038	-.917	.360
Zscore(Innov)	.358	.048	.358	7.496	.000
Zscore(ProAct)	.115	.043	.115	2.700	.007
Zscore(RiskTak)	.103	.048	.103	2.151	.032
Zscore(Autono)	.309	.041	.309	7.467	.000
Zscore(ComAggr)	.052	.050	.052	1.036	.301
Zscore(TMSR)	.193	.056	.193	3.477	.001
(Constant)	2.142	.916		2.339	.020
Number of rooms	.127	.043	.124	2.981	.003
Period for which the hotel has been operating in Uganda	-.033	.067	-.020	-.493	.623
Zscore(Innov)	.538	.084	.538	6.437	.000
Zscore(ProAct)	.118	.042	.118	2.800	.006
Zscore(RiskTak)	.116	.048	.116	2.433	.016
Zscore(Autono)	.300	.041	.300	7.319	.000
Zscore(ComAggr)	.058	.050	.058	1.173	.242
Zscore(TMSR)	.388	.092	.388	4.196	.000
X1	-.147	.056	-.354	-2.617	.009

(Constant)	2.545	.931		2.732	.007
Number of rooms	.123	.043	.120	2.898	.004
Period for which the hotel has been operating in Uganda	-.029	.067	-.018	-.437	.662
Zscore(Innov)	.336	.130	.336	2.586	.010
Zscore(ProAct)	.395	.143	.395	2.763	.006
Zscore(RiskTak)	.120	.047	.120	2.533	.012
Zscore(Autono)	.293	.041	.293	7.164	.000
Zscore(ComAggr)	.054	.049	.054	1.096	.274
Zscore(TMSR)	.422	.093	.422	4.516	.000
X1	.010	.096	.024	.106	.915
X2	-.191	.094	-.451	-2.027	.044
(Constant)	2.481	.935		2.653	.009
Number of rooms	.128	.043	.124	2.977	.003
Period for which the hotel has been operating in Uganda	-.026	.067	-.016	-.386	.700
Zscore(Innov)	.309	.134	.309	2.310	.022
Zscore(ProAct)	.377	.145	.377	2.604	.010
Zscore(RiskTak)	.151	.060	.151	2.512	.013
Zscore(Autono)	.294	.041	.294	7.181	.000
Zscore(ComAggr)	.050	.050	.050	1.011	.313
Zscore(TMSR)	.427	.094	.427	4.559	.000
X1	.031	.099	.074	.312	.755
X2	-.172	.097	-.407	-1.780	.076
X3	-.039	.046	-.093	-.838	.403
(Constant)	2.479	.927		2.674	.008
Number of rooms	.123	.043	.119	2.886	.004
Period for which the hotel has been operating in Uganda	-.052	.067	-.032	-.772	.441
Zscore(Innov)	.273	.134	.273	2.040	.042
Zscore(ProAct)	.382	.144	.382	2.662	.008
Zscore(RiskTak)	.161	.060	.161	2.696	.008
Zscore(Autono)	.328	.043	.328	7.578	.000
Zscore(ComAggr)	.070	.050	.070	1.404	.162
Zscore(TMSR)	.412	.093	.412	4.434	.000
X1	.068	.099	.164	.686	.493
X2	-.166	.096	-.393	-1.731	.085
X3	-.039	.046	-.095	-.863	.389
X4	-.043	.019	-.124	-2.262	.025
(Constant)	2.256	.927		2.433	.016
Number of rooms	.133	.043	.129	3.124	.002

Period for which the hotel has been operating in Uganda	-.038	.067	-.024	-.571	.569
Zscore(Innov)	.183	.140	.183	1.309	.192
Zscore(ProAct)	.372	.143	.372	2.605	.010
Zscore(RiskTak)	.140	.060	.140	2.327	.021
Zscore(Autono)	.314	.044	.314	7.194	.000
Zscore(ComAggr)	.171	.070	.171	2.439	.015
Zscore(TMSR)	.413	.092	.413	4.474	.000
X1	.131	.103	.314	1.265	.207
X2	-.134	.097	-.318	-1.392	.165
X3	-.030	.045	-.074	-.671	.503
X4	-.046	.019	-.132	-2.424	.016
X5	-.093	.046	-.238	-2.036	.043

a. Dependent Variable: Zscore(HpPerf)

Appendix 9: Letters of Authority to Collect Data

MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS

Tel: 0722271134
0771336914
0736138770
Fax No: (053) 43047
Telex No. MOIVARSITY 35047

P.O. Box 3900
Eldoret.
KENYA

RE: SBE/PGR/REC/11

DATE: 6th April, 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: ARINAITWE MERCY – SBE/DPHIL/BM/12/17

The above named is a bonafide student of Moi University School of Business and Economics, pursuing a Doctor of Philosophy in Business Management degree; specialized in Strategic Management. She has completed coursework, defended her proposal, and is proceeding to the field to collect data for her research titled: **"The Effect of Entrepreneurial Orientation and Top Management Team Shared Responsibility on Perceptual Non-financial Performance of Star-Rated Hotel in Uganda."**

Any assistance accorded to her will be highly appreciated.

Yours faithfully,

DEAN
School Of Business and Economics
MOI UNIVERSITY

DR. RONALD BONUKE
CHAIR POSTGRADUATE, SB&E

RB/ms

Uganda Hotel Owners Association

6 April2021

To our Members,
Dear Sir/Madam,

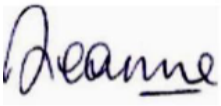
RE: INTRODUCING MS. ARINAITWE MERCY

The Uganda Hotel Owners Association (UHOA) was formed in May 2000 with the purpose of lobbying and advocacy for its members, currently the association boosts of more than 600 members.

This is to introduce to you **MS. ARINAITWE MERCY** registration no**. SBE/DPHIL/BM/12/17** a student of MOI University School of Business and Economics, pursuing a Doctor of Philosophy in Business Management Degree; specialized in strategic management. Mercy is doing a research as required by her program **on the effect of entrepreneurial orientation and Top management team shared responsibility on perceived Non-Financial performance of star rated hotels in Uganda.**

Any Assistance given to her will highly be appreciated.

Yours Faithfully



Jean Byamugisha
EXECUTIVE DIRECTOR